



DURBAN UNIVERSITY OF TECHNOLOGY

**CHANGE MANAGEMENT LEADERSHIP AND ITS IMPACT ON EMPLOYEES'
RESISTANCE TO CHANGE: CASE STUDY OF SELECTED AUTOMOBILE
COMPANIES IN THE DURBAN METROPOLITAN REGION OF KWAZULU-
NATAL (SOUTH AFRICA)**

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APPROVED FOR FINAL SUBMISSION

06 April 2022

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Date

DECLARATION

I, Nonye Emmanuella Chukuma, hereby declare that the whole of this dissertation amounts to my own work and findings and that all references, to the best of my understanding, are accurately reported.

I further give consent for my work to be digitalised for the Institutional Repository and photocopied for inter-library loan, and for the title and summary to be made accessible to outside organisations and other students.

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ABSTRACT

This study is based on the contention that the world is shifting from an industrial paradigm to a post-industrial paradigm and, as a result, change ought to be managed effectively. The literature reviewed for this study has indicated that there are neither appropriate models to address monumental changes in the automobile industry, nor tools to address resistance to change, due to inadequate leadership skills.

Accordingly, the study investigates existing change leadership styles and particularly focuses on the transformational and transactional change leadership styles which also include other leadership styles. The study further explores factors that influence resistance to change: demographic factors; the theoretical components of resistance to change; and communication adequacy. The research study also explores the process of a change management leadership model adapted from related research studies, which is aligned with managing resistance effectively at the selected automobile dealership companies in the Durban Metropolitan Region of KwaZulu-Natal.

A sample size of 300 staff members and managers were conveniently considered, comprising 270 staff and 30 managers, in a mixed-method research study. However, only 170 questionnaires were returned, and 28 managers were successfully interviewed, which resulted in an average response rate of 66% (63% for the quantitative study and 93% for the qualitative study).

To analyse the data quantitatively, inferential statistics and descriptive statistics were used. The hypothesised model formulated was tested with the structural equation model (SEM). Findings revealed no relationship between transformational leadership and resistance to change. However, there was a relationship between transactional leadership and resistance to change. Qualitative data were analysed using thematic analysis employing the NVIVO software package. Recommendations from the study include the application of the proposed change management leadership model and other intervention strategies mentioned in the study for the improvement of change management in the dealership companies.

RESEARCH PUBLICATIONS

The researcher intends to publish each objective of the study. There have been two (2) papers published in international conference proceedings and one successfully published paper free from self plagiarism.

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DEDICATION

Seek Ye first the kingdom of God, and His righteousness, and all these things will be added to you (Matthew 6:13)

This thesis is dedicated to God Almighty for His enduring love and grace throughout my study. It has been a roller-coaster ride, but all through the journey, I learnt to put God first and His mercies saw me through.

TABLE OF CONTENTS

DECLARATION	ii
ABSTRACT.....	iii
RESEARCH PUBLICATIONS.....	iv
ACKNOWLEDGEMENT.....	v
DEDICATION	vi
TABLE OF CONTENTS.....	vii
LIST OF TABLES.....	xix
LIST OF FIGURES	xxii
LIST OF ACCRONYMS	xxiv
CHAPTER ONE General Introduction of the Study	1
1.1 Introduction	1
1.2 Research background	1
1.3 Research problem.....	3
1.4 Aim and objectives of research study	5
1.4.1 Objective 1	5
1.4.2 Objective 2	5
1.4.3 Objective 3	5
1.4.4 Objective 4	5
1.4.5 Objective 5	5

1.4.6	Objective 6	5
1.4.7	Objective 7	6
1.4.8	Objective 8	6
1.5	Research questions	6
1.5.1	Research Question 1	6
1.5.2	Research Question 2	6
1.5.3	Research Question 3	6
1.5.4	Research Question 4	6
1.5.5	Research Question 5	6
1.5.6	Research Question 6	7
1.5.7	Research Question 7	7
1.5.8	Research Question 8	7
1.6	The rationale for the research study	7
1.6.1	First rationale for the study	8
1.6.2	Second rationale for the study.....	8
1.6.3	Third rationale for the study	8
1.7	Scope of the study	8
1.8	Significance of the study	9
1.9	Definition of key concepts	9
1.9.1	Employee resistance to change:	9
1.9.2	Change management leadership style:	10

1.9.3	Transformational leadership:	10
1.9.4	Communication inadequacy:	10
1.9.5	Organisational change:.....	10
1.9.6	Organisational change models:	10
1.9.7	Resistance to change components:.....	11
1.9.8	Stimulation avoidance:.....	11
1.9.9	Emotional reaction:	11
1.9.10	Risk intolerance:	11
1.9.11	Cognitive rigidity:	11
1.10	Structure of the chapters	11
1.10.1	Chapter 1	12
1.10.2	Chapter 2	12
1.10.3	Chapter 3	12
1.10.4	Chapter 4	12
1.10.5	Chapter 5	12
1.10.6	Chapter 6	13
1.10.7	Chapter 7	13
1.10.8	Chapter 8	13
1.10.9	Chapter 9	13
1.11	Conclusion	13
CHAPTER TWO hypothetical framework and description of THE AREA under study..		15

2.1	Introduction	15
2.2	General Framework of the Study	15
2.2.1	Change Leadership Styles.....	15
2.2.2	Resistance to Change Management	15
2.2.3	Communication Adequacy.....	16
2.2.4	Hypothetical Framework of the Study.....	16
2.3	Description of the Area Under Study	19
2.4	Conclusion.....	28
CHAPTER THREE OVERVIEW OF RESISTANCE TO CHANGE.....		29
3.1	Introduction	29
3.2	Foundational background of resistance to change	29
3.3	Factors affecting resistance to change.....	30
3.3.1	Demographic factors	31
3.3.2	Communication management as a factor	34
3.3.3	Theoretical / conceptual factors	35
3.4	Overcoming employees' resistance to change	40
3.4.1	Communication.....	40
3.4.2	Participation and involvement	41
3.4.3	Support and education.....	42
3.4.4	Creation of credibility	42
3.4.5	Acceptance and fairness.....	42

3.4.6 Timing.....	43
3.5 Conclusion.....	43
CHAPTER FOUR OVERVIEW OF CHANGE MANAGEMENT LEADERSHIP	44
4.1 Introduction	44
4.2 Foundations of change management leadership.....	44
4.2.1 Transformational vs transactional leadership styles	46
4.2.2 Transformational leadership in the context of change	47
4.2.3 Transactional leadership in the context of change	50
4.3 Conclusion.....	51
CHAPTER FIVE CONCEPTUAL MODEL PROCESS AND FRAMEWORK.....	53
5.1 Introduction	53
5.2 Research background of change management leadership framework	53
5.3 Components of the conceptualised framework model	53
5.4 The existing change model: The adkar model	55
5.5 CONCEPTUAL FRAMEWORK MODEL	58
5.5.1 Process involved in the conceptualised change management leadership model development.....	58
5.5.2 ChangeLeadership Styles based on the Conceptual Model	60
5.5.3 Resistance management based on the conceptual model.....	63
5.5.4 Communication management based on the conceptual model	64
5.5.5 Transitional process of the conceptual model.....	67

5.5.6	Anticipated outcomes of the conceptual model	69
5.6	Conclusion.....	71
CHAPTER SIX RESEARCH METHODOLOGY		72
6.1	Introduction	72
6.2	Objectives of the study	72
6.3	The research paradigm	73
6.4	Research methods.....	74
6.4.1	The Difference between qualitative and quantitative methodologies.....	75
6.4.2	Qualitative phase of the study (Phenomenological research)	76
6.4.3	Quantitative phase of the study (Positivist research)	76
6.4.4	Quantitative and Qualitative Research Strategies for the Study.	76
6.4.4.1	The Quantitative phase (questionnaires).....	76
6.5	Mixed-method research strategy	78
6.5.1	Convergent mixed-method designs.....	80
6.5.2	Complementary.....	80
6.5.3	Development	80
6.5.4	Initiation.....	80
6.5.5	Triangulation.....	81
6.6	Research Design: case study design.....	81
6.6.1	Forms of case studies	82
6.6.2	The author's approach to the case study	83

6.7	The study's setting and the purpose of the study	83
6.8	The study's target population.....	83
6.8.1	Sampling Techniques/ Designs.....	84
6.8.2	Sample size	85
6.8.3	Proposed Sample framework	85
6.9	Recruited companies	88
6.9.1	Unit of Analysis: rules for inclusion.....	90
6.10	Quantitative questionnaire design for data collected.....	92
6.10.1	Letter of Consent.....	92
6.10.2	The Biographical information section	92
6.10.3	The leadership style questionnaire section	92
6.10.4	The communication adequacy section	93
6.10.5	The resistance to change section.....	93
6.10.6	Editing data in the questionnaire.....	93
6.10.7	Response rate	93
6.11	Data instrumentation.....	93
6.11.1	Multifactor leadership questionnaire (MLQ).....	94
6.11.2	Receiving information scale (RIS).....	96
6.11.3	Resistance to change scale (RTC).....	96
6.12	Pilot survey	97
6.12.1	Measurement of constructs after the pilot study	101

6.13.2 Design of qualitative interview questions	103
(In-depth interviews).....	103
6.13 Data collection.....	105
6.14 Data analysis.....	107
6.14.1 Quantitative data analysis	107
6.14.2 Qualitative data analysis	109
6.15 Revised research hypotheses	110
6.15.1 Impact of change leadership style and communication on employee resistance to change	112
6.16 Trustworthiness and credibility of the qualitative study	113
6.18 Reliability of the measuring instrument.....	114
6.19 Limitations of the study.....	114
6.20 Delimitations of the study.....	115
6.21 Elimination of bias.....	115
6.22 Anonymity and confidentiality	115
6.22.1 Gatekeeper’s letter:	116
6.22.2 Letter of information:.....	116
6.22.3 Consent (form) letter:.....	116
6.22.4 Anonymity	116
6.22.5 Confidentiality	116
6.23 Ethical consideration	117

6.24	Conclusion	118
CHAPTER seven PRESENTATION AND ANALYSIS OF DATA.....		119
7.1	Introduction.....	119
7.2	Descriptive statistics of employees from the questionnaire.....	119
7.2.1	Biographical information	120
7.2.2	Age distribution of employees	120
7.2.3	Gender.....	120
7.2.4	Tenure of work.....	121
7.2.4	Department.....	122
7.2.5	Educational level.....	122
7.3	Factor analysis	123
7.3.1	Validating leadership style constructs	124
7.3.2	Validating communication adequacy construct	128
7.3.3	Validating resistance to change constructs	130
7.4	Objective section analysis.....	132
7.4.1	Objective 1	133
7.4.2	Objective 2	140
7.4.3	Objective 3	144
7.4.4	Objective 4	149
7.4.5	Objective 5	155
7.4.6	Objective 6	156

7.4.7 Objective 7:.....	164
To develop an appropriate change management model which bridges the gaps in the existing change models	164
7.4.8 Objective 8:.....	165
To make recommendations on how to curb employee resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal Province	165
7.5 SECTION B: QUALITATIVE ANALYSIS	166
7.5.1 Theme 1: Leadership style of management	166
7.5.1.1 Main theme 1: Decision making	166
7.5.1.2 Main theme 2: Innovation and creativity	168
7.5.1.4 Main theme 4: Task delegation.....	171
7.5.2 Theme 2: Resistance management.....	181
7.5.2.9 Main theme 9: Aligning staff and organisational goals	199
7.5.3. Theme 3:Communication management strategy	200
7.5.3.4 Main theme 4: Communication strategy for feedback sessions.....	204
7.5.3.5 Main theme 5: Increasing the impact of communication.....	205
7.6 Limitations to the study	206
7.7 Conclusion	207
CHAPTER eight: DISCUSSION OF RESULTS	209
8.1 Introduction.....	209
8.2 Results from the objectives and themes of the study regarding leadership management (Inferential and correlational analysis)	209

8.2.1 Leadership style management	209
8.2.2 The impact of change leadership style on resistance to change.....	215
8.3 Results from the objectives and themes of the study regarding communication adequacy/ management	216
8.3.1 Communication adequacy management	216
8.3.2 Impact of communication adequacy on employee resistance to change	218
8.4 Results from the objectives and themes of the study regarding resistance to change .	218
8.4.1 Resistance to change management.....	218
8.5 Results from the objectives and themes of the study regarding the impact of demographics on resistance to change	221
8.5.1 Impact of age, gender, tenure, educational level and race on resistance to change	221
8.6 Conclusion	223
CHAPTER 9 CONCLUSIONs AND RECOMMENDATION	224
9.1 Introduction.....	224
9.2 Conclusion	224
9.3 Recommendations.....	225
9.3.1 Recommendation from the results pertaining to the perception of leadership management (Obj 1)	225
9.3.2 Recommendation from results pertaining to communication management (Obj 2)	227
9.3.3 Recommendations from the results pertaining to resistance management (Obj 3)	229

9.3.4 Recommendation from the influence of the demographic variable on resistance to change (Obj 4).....	231
9.3.5 Recommendation from the influence of communication adequacy on resistance to change (Obj 5).....	231
9.3.6 Recommendation from the influence of change management leadership on resistance to change (Obj 6).....	231
9.3.7 Recommendation from the Conceptual Change Model Process and Hypothesised Model (Obj 7)	231
9.4 Directions for future research	234
ANNEXURE A.....	293
ANNEXURE B	302
ANNEXURE C	307
ANNEXURE D.....	308
ANNEXURE E	309
ANNEXURE F	315
ANNEXURE G.....	316
ANNEXURE H.....	318
ANNEXURE I	319

LIST OF TABLES

Table 2. 1: Companies selected for the study and their Branches.	23
Table 2. 2: Areas covered by the study indicating the selected companies and the respective number of respondents in the Durban Metropolitan Region (DMR), KwaZulu-Natal Province (staff).....	23
Table 2. 3: Areas covered by the study indicating the selected companies and the respective number of respondents in the Durban Metropolitan Region (DMR), KwaZulu-Natal Province (managers).....	24
Table 5. 1: Tabulated representation of the adkar model: Steps to follow for an effective change management process.....	56
Table 6. 1: The difference between qualitative methods and quantitative methods.....	75
Table 6. 2: Proposed sample size for the study.....	86
Table 6. 3: Realised sample size for the study.....	87
Table 6. 4: Location of companies selected for the study.....	89
Table 6. 5: Reliability of the multi-leadership questionnaire (MLQ).....	95
Table 6. 6: Reliability of the receiving information scale (RIS).....	96
Table 6. 7: Reliability of resistance to change scale.....	97
Table 6. 8: Categorized items for pilot study.....	98
Table 6. 9: Measurement constructs for pilot study.....	101
Table 6. 10: Interview questions.....	104
Table 6. 11: Criteria and data collection techniques.....	106
Table 6. 12: Spearman's correlation analysis guidelines.....	108

Table 7. 1: Respondents' age group distribution	120
Table 7. 2: Respondents' gender.....	120
Table 7. 3:Racial group.....	121
Table 7. 4: Participants' level of education	122
Table 7. 5:KMO and bartlett's Test.....	123
Table 7. 6:Factor loading for leadership style constructs	124
Table 7. 7:Convergent and discriminant validity for leadership style dimensions.....	126
Table 7. 8: Factor loading for communication adequacy construct.....	128
Table 7. 9: Convergent and discriminant validity for the communication adequacy construct	129
Table 7. 10: Factor loading for resistance to change constructs	130
Table 7. 11: Convergent and discriminant validity for resistance to change construct	131
Table 7. 12: Scoring patterns for change leadership styles:.....	133
Table 7. 13:Perceptions of the transformational leadership style	138
Table 7. 14:Perceptions of a transactional leadership style (active management)	139
Table 7. 15:Perceptions of a passive management leadership style	140
Table 7. 16: Scoring patterns for communication adequacy.....	141
Table 7. 17:Perceptions of communication adequacy	143
Table 7. 18:Scoring patterns for resistance to change	144
Table 7. 19:Perceptions of routine seeking as a resistance to change	147

Table 7. 20: Perceptions of cognitive rigidity as a resistance to change	148
Table 7. 21: Perception of short-term focus as a resistance to change	149
Table 7. 22: Relationship between biographical data and routine seeking	150
Table 7. 23 The relationship between work department and routine seeking	151
Table 7. 24: Relationship between biographical data and Cognitive rigidity	152
Table 7. 25: Relationship between work department and cognitive rigidity	154
Table 7. 26: Relationship between biographical data and short-term focus	155
Table 7. 27: Association between communication adequacy and resistance to change	156
Table 7. 28: Correlations showing the association between resistance to change and change leadership style management	156
Table 7. 29: Collinearity statistics	157
Table 7. 30: Multiple regression on predictors of routine seeking	158
Table 7. 31: Multiple regression on predictors of cognitive rigidity	159
Table 7. 32: Multiple regression on predictors of short-term focus	160
Table 7. 33: Regression analysis on the relationship existing between the constructs	161
Table 7. 34: Regression estimate	162

LIST OF FIGURES

Figure 2.1 Proposed hypothetical model of the study.....	15
Figure 2.2 Map of the durban metropolitan region indicating areas covered by the study....	19
Figure 3. 31 Factors affecting resistance to change	31
Figure 5. 1 Components of the conceptualised leadership framework model	54
Figure 5. 2 ADKAR Model mapped to enablers and management activities.....	56
Figure 5. 3 Conceptual change management leadership model.....	58
Figure 5. 4 Integration of resistance management strategies and communication tools	64
Figure 5. 5 Communication management frameworks.....	66
Figure 5. 6 Transitional process of the dynamic change management mode	68
Figure 6. 1 Relationship between epistemology, theoretical perspectives, methodology and research analysis..	74
Figure 6. 2 Convergent mixed-method design.....	80
Figure 6. 3 Stages used in qualitative (thematic) analysis	110
Figure 6. 4 Hypothetical Framework Model.....	112
Figure 7. 1: Participant's tenure of work	122
Figure 7. 2: Participant's department of work	122
Figure 7. 3: CFA model for leadership style construct.....	127
Figure 7. 4: CFA model for communication adequacy construct.....	129
Figure 7. 5: CFA model for resistance to change construct.....	132
Figure 7. 6: Graphical representation of scoring patterns for change leadership	135

Figure 7. 7: Graphical representation of scoring patterns for communication adequacy	142
Figure 7. 8: Graphical representation of scoring patterns for resistance to change	145
Figure 7. 9: SEM model.....	162

LIST OF ACCRONYMS

ACM- Automotive Component Manufacturers

APDP- Automotive Production Development Programmeme

AIS- Automotive Investment Scheme

CBU- Complete Built Units

DCML Model- Dynamic Change Management Leadership Model

DMR- Durban Metropolitan Region

GATT- General Agreement on Tariffs and Trade

IEC- Import-Export Complementation

M IDP- Motor Industry Development Programmeme

NAAMSA- National Association of Automobile Manufacturing Companies in South Africa

NADA- National Automobile Dealership Association

OEM- Original Equipment Manufacturers

PAA- Productive Asset Allowance

PI- Production Incentive

SEM- Structural Equation Model

WTO- World Trade Organisation

CHAPTER ONE

GENERAL INTRODUCTION OF THE STUDY

1.1 Introduction

Research indicates geometric relationships between levels of leadership and employee resistance to change (Stouten, Rousseau and De Cremer, 2018:752). This relationship was revised and it was realised that workers thrived better with transformational leadership management which led to better job fulfilment and commitment to transformation (Emery and Baker, 2015:122). This conflicts with transactional leadership, which resulted in reduced job fulfilment. Other researchers also had similar results regarding the better job fulfilment under transformational leadership management (Specchia, Cozzolino, Carini, Pilla, Galletti, Ricciardi and Damiani, 2021:1552; Park and Pierce, 2020:104624).

Flynn, Huo and Zhao (2010: 58), for instance, define transformational leadership management as *“a process where one influences the conduct of someone else’s personality and intellect rather than exacting force”*. Leadership involves exceptional and adjustable management, which can impact change in diverse ways, with nearly all leaders demonstrating more vigour. In other words, an effective leadership style impacts change and paves way for transformation.

Leaders are the critical facilitators in managerial change, which indicates that a leader’s personality is crucial to the success of the organisation’s present-day environment (Gopinath, 2020:14). This chapter discusses the positioning of change-oriented leadership styles, which influences organisational change and its effect on employee resistance. The study additionally discusses the research statement; the goals of the study; the basis for the study; research methods and limitations; before giving a summary of the study.

1.2 Research background

In recent years, external circumstances have forced many businesses to implement numerous organisational changes. According to Uhl-Bien and Marion (2011:358), *“organisations are confronted with reasonable settings as a result of globalisation, expertise, budget, and legislation. The result of these modifications is assumed to obtain victory in an organisation”*. Nevertheless, it was recognised that nearly efforts at managerial change ended unproductively, and opposition to

change was identified as a serious contributor to this managerial disaster (Maurer, 2016:34.). Prominent tacticians have considered novelty in products and services; customer involvement; operating procedures; dissemination; guidelines; industry prototypes; and even the impact of the administration on the behaviour of the workforce. This has resulted in organisations adapting to changing situations. The workforce in general is seen an insignificant resource that adds to the constant success and development of any business undertaking (Suresh, 2012:40).

Most administrative changes intimidate the workers. Change can make employees at a business experiencing change feel defeated and less important, and they turn to self-protective behaviour (Keifer, Bastos, Richardson and Wexler, 2018:267; Keifer, 2015:1333). Oreg and Berson (2019:272) indicate that there are numerous aspects which influence employee resistance to change. Some of these aspects have focused on the part played by the overview of new skills and hands-on management, which tends to force workers to familiarise themselves with new things, rather than allowing them self-initiate. Another issue associated with change is a person's unresponsiveness to change (Simms, Mehta, Jones and Johnston, 2020:141). A worker's disposition stimulates each person either to resist or embrace change (Oreg, 2006:680; Stouten, Rousseau and De Cremer, 2018:752).

Since both administrative progress and survival are influenced by creative change, employee resistance is a significant aspect contributing to the success or failure of such changes. To this end, several efforts to deal with resistance have materialised – exploring how to reduce resistance to change, particularly from a management standpoint (Valoyes-Chávez, 2019:177). Automotive CEOs in South Africa are concerned about maintaining technical variations and developing ground-breaking capabilities. These appear to be the main concerns, due to insufficient services and the lack of proficient managers or leaders (NADA annual reports, 2015).

The literature on management identifies transformational leadership and transactional leadership as the most prominent leadership styles in implementing change (Mester, Visser, and Roodt, 2013:72). Resistance to change is observed as a procedure of conflict that aggravates mental stress among workers (Waddel and Sohal, 2013:543). Employee resistance, which resulted in a series of strikes in 2013, is the main issue that leaders have dealt with in the South African automobile industry. Intellectuals have noted that businesses facing a battle from workers regarding this issue are less competitive than organisations that can manage their workers faster to deal with the stress of a changing environment (NADA reports, 2016).

Naidu and Vanderwatt (2015:68), in their research, found that these change management styles has no significant relationship with the concept of employee resistance. This study introduces the connection between, and importance of, management styles; services; organisational communication tactics; and the factors that impact change management. The study further assesses present change management models that aim at effective change and offers criticism of the existing change models.

1.3 Research problem

This research study examines the relationship between change-oriented organisational styles and employee opposition to change, at selected automotive companies in the Durban Metropolitan Region. The vertical structures of the organisations mean that employees look for credit and support from the top management of the organisation. This means that teamwork by subordinates is regularly disregarded (Barreto, 2020:134). Organisational change is about communication between change leaders and followers. Communication plays a significant role in disseminating information and exchanging new ideas (Suh, Harrington and Goodman, 2018: 217).

Communication is critical to organisational change as it is considered a tool for disseminating contentment versus discontent; and optimism versus undesirable behaviour, among workers (Johnson, 2020:11). Employee resistance to change can be as a result of failing to communicate. It can be expressed cognitively, affectively, or behaviourally; so recognising staff resistance is comparatively challenging (Damawan and Azizah, 2020:49). Given the uncertainty about the level of opposition, inappropriate leader-subordinate relations could lead to disappointment in implementation of change (Drejeris and Drejeriene, 2021:233). Employee resistance can also result from individual behaviour, principles, ideals, and the requirements of the new managerial goals. Psychologically, organisational members usually resist change because change is incompatible with their existing beliefs (Gray, Knight and Baer, 2020:141; Erwin and Garman, 2010:50).

A critical issue faced by the automotive sector is the application of obsolete change management models, as well as the application of fragmented leadership theories which are a far-cry from modern-day organisational expectations (Adenele, 2014:261). To this end, several change management scholars agree that knowledge concerning task performance, an individual's self-esteem and tolerance for ambiguity, and risk aversion is important (Belschak, Jacobs, Giessner, Horton and Bayerl, 2020:830; Fugate and Soenen, 2018:109). Threat, stress, anxiety, and

uncertainty will intensify resistance to change, especially if the employees feel obliged to accept a change. Also, when leaders do not receive sufficient information or do not recognise, or lack knowledge about, the multidimensional nature of employee resistance to change it will intensify (Piderit, 2015:790).

Leadership styles, communication, and components of resistance to change are the major areas of concern as they influence employee resistance to change (Peng, Wang and Lin, 2021:369). Regarding leadership style, a great amount of research has examined the association between transformational and transactional leadership styles and employee work performance (Alheet, Adwan, Areigat, Zamil and Saleh, 2021: 239; Howell and Avolio, 2014:891; Tucker and Russel, 2014:210; Waldman, Bass and Einstein, 2013:113).

These studies consistently revealed that transformational styles of leadership enhanced work performance, initiated new directions, provided inspiration, and promoted new behaviours among employees (Peng, Wang and Lin, 2021:369; Damawan and Azizah, 2020:49). However, the connection between a transactional leadership style and employee resistance to change received less attention (Gray, Knight and Baer, 2020:141). Based on the findings related to the connection between transactional leadership style and employee resistance to change, it is important to examine whether a transactional type of leadership can reduce employee resistance to change. Therefore, from a deeper understanding of the relationship between leadership styles, communication adequacy, and employee resistance to change in the selected automobile companies in Durban, it is important to recognise the influence of communication adequacy within the automobile companies. The purpose of this study is to investigate the predictors of employee inclination to resist change through the three variables of interest: leadership styles, components of resistance to change, and communication adequacy.

Various literature studies have proven the fact that the influence of a leader determines the attitude of ordinary employees towards change in an organisation (Singh, 2021:89; Asio and Edward, 2020:34). Hence, the motivation behind the research problem is based on the notion that there seems to be an identified gap in the change leadership styles practiced in the selected automobile companies in Durban which affects effective communication and resistance to change management.

The study develops a model which integrates an effective leadership style to improve leadership competencies in the management and skills expected from employees so they can more easily adapt to economic conditions. The study makes further recommendations to the change management

leadership on how resistance to change could be curbed or eliminated strategically and what recommendations are to be made to curb employee resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal.

1.4 Aim and objectives of research study

The study generally aims to explore the association between change management leadership and employee resistance to change. The subsequent objectives result from the general aim of the study:

1.4.1 Objective 1

To determine the awareness of respondents regarding change leadership styles at selected automobile dealership companies in DMR, KwaZulu-Natal

1.4.2 Objective 2

To determine perceptions of respondents regarding communication adequacy at selected automobile dealership companies in DMR, KwaZulu-Natal

1.4.3 Objective 3

To determine perceptions of employees regarding resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal

1.4.4 Objective 4

To determine the influence of the demographic variables/factors on employees' resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal

1.4.5 Objective 5

To determine the influence of communication adequacy on employees' resistance to change at the selected automobile dealership companies in DMR, KwaZulu-Natal Province

1.4.6 Objective 6

To determine the influence of change management leadership on employees' resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal Province

1.4.7 Objective 7

To develop an appropriate change management model which bridges the gaps in the existing change models practised in the DMR, KwaZulu-Natal Province

1.4.8 Objective 8

To make a recommendation on how to curb employees' resistance to change at the selected automobile dealership companies in the DMR, KwaZulu-Natal Province.

1.5 Research questions

Emanating from the research objectives, the research questions framed for the study are as follows:

1.5.1 Research Question 1

How do respondents perceive the change leadership styles practised at selected automobile dealership companies in DMR, KwaZulu-Natal?

1.5.2 Research Question 2

How do respondents perceive communication adequacy at selected automobile dealership companies in DMR, KwaZulu-Natal?

1.5.3 Research Question 3

How do employees perceive resistance to change at the selected automobile dealership companies in the DMR, KwaZulu-Natal?

1.5.4 Research Question 4

How do the demographic factors influence employees' resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal?

1.5.5 Research Question 5

How does communication adequacy influence employees' resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal?

1.5.6 Research Question 6

How does change management leadership style influence employees' resistance to change at the selected automobile dealership companies in DMR, KwaZulu-Natal?

1.5.7 Research Question 7

How will an appropriate change management model, which bridges the gaps in the existing change management models, be developed for the selected automobile dealership companies in DMR, KwaZulu-Natal?

1.5.8 Research Question 8

What recommendations are to be made to curb employee resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal?

1.6 The rationale for the research study

The motivation for this study was borne out of the understanding that countless automobile companies are failing to implement efficient managerial changes (Souza, Tereso and Mesquita, 2020:64; Sukalova, 2020:658; Massaro, Secinaro, Dal Mas, Brescia and Calandra, 2021:1213). Added to this, is the absence of an experimental study of the significance of transformational and transactional leadership in a change management context. This study addresses this lack by carrying out an investigation that provides insights workers' supportive attitudes and their behaviour regarding change; and by examining the link between change-oriented leadership and employee resistance to change.

Employee resistance to change in this study has been identified as a reason for the failure to successfully implement change and development. The study highlights the importance of communication and calls for organisational leaders to constructively manage both change and their subordinates to ensure the organisation's survival. Given the premise of the study, such factors as styles of leadership, linked with communication adequacy, were assessed to uncover their relationship with the likelihood of employees resisting change during an organisational upheaval. Regarding the automotive industry's management style and organisational culture, the rationale for conducting this research is three-fold.

1.6.1 First rationale for the study

The first rationale for undertaking this study was derived from the recognition of the potential for change that facilitates organisational members' psychological well-being (Smircich and Morgan, 2015:257). Hence, this rationale identifies how inadequate communication of change affects the automobile industry.

1.6.2 Second rationale for the study

Although there have been many studies of organisational change, only a small number of them have investigated change management models from the automobile industry's perspective. In this regard, the second rationale for the study identifies the existing change management models and those practised in the automobile companies in Durban.

1.6.3 Third rationale for the study

Thirdly, to close the gaps in the research, attention is given to understanding current and future trends in employee resistance to change through the investigation of leadership styles. In this regard, the study identified how change-oriented leadership styles affected the automobile dealership companies in DMR, KwaZulu-Natal.

The research study resulted in the development of a new structure, or model of change management, for automobile companies.

1.7 Scope of the study

This research work applied Oreg's (2003:680) concept of resistance, which explained employee tendencies to resist change through four personal dimensions: routine seeking, emotional reaction, stimulation avoidance, and cognitive rigidity. Based on this view of employee resistance to change, this study explores the relationship between the four component factors of employee resistance to change, with the transactional and transformational change leadership styles.

Firstly, this research study seeks to determine the influence of transactional and transformational leadership styles on each of the above-mentioned, four determinants of employee resistance. Secondly, this research seeks to discover the association between communication inadequacy and

employee resistance to change, based on these component factors of resistance to change. The research study explores change management models and those practised in the DMR automobile industry. Finally, the study intends to introduce an integrated change leadership management model for the selected automobile companies in the Durban Metropolitan Region in KwaZulu-Natal. The study evaluates the perceptions of managers and staff in the selected automobile companies in the Durban Metropolitan Region of KwaZulu-Natal. These areas were carefully chosen, based on the geographical location of the head offices of the automobile companies and their branches, which determined the target population for the research study.

1.8 Significance of the study

In the context of organisational change, communication is regarded as an instrument for organising any disruptive reactions to organisational development and change (Mulyana, Briandana and Rekarti, 2020:1). Emphasis is placed on the two most important variables: change-oriented leadership and employee resistance to change. These variables are important in helping leaders understand the critical role of leadership and communication strategies in organising and managing change. In addition, a thorough understanding of the management of change within an organisation provides leaders with appropriate approaches for coping with resistance to change.

During periods of change, leaders should not be the only organisational members able to communicate new visions. They are responsible for mobilising and motivating employees to participate in efforts to change and to feel a sense of urgency about making the necessary changes (Peters, 2012:235). It is hoped that this study provides an insight into how resistance to change develops through employee perceptions of leadership style; the influence of strategies; and communication adequacy. In addition, the results of this study can have practical implications for leadership behaviour, strategic design, and techniques of leadership communication in organising and managing organisations during periods of organisational transformation and change.

1.9 Definition of key concepts

The core concepts of the research study are the following:

1.9.1 Employee resistance to change:

Resistance to change is the act engaged in by people when a change that is taking place is perceived as a threat to them. It involves the reluctance of people adapting to change and clinging to pre-existing customs (Bolognese, 2016:930).

1.9.2 Change management leadership style:

A change management leadership style is one that assesses the adjustments involved with change, or tries to reveal the unknown potential in people, things, or situations. Different change management leadership styles are applied differently (Rikkink, 2014:493).

1.9.3 Transformational leadership:

Transformational leadership style is a thoughtful influential process in which 'leaders change their associated awareness of what is important and move them to see themselves and the opportunities and challenges of their environment in a new way' (Hassan, Jati, Majid and Ahman, 2019:7)

Transformational leadership works to improve the enthusiasm and commitment of followers by guiding their conduct in the direction of a mutual vision (Lumen 2015:234, cited in Bass and Avolio).

1.9.4 Communication inadequacy:

This is an undesirable rating by the workforce regarding the number of facts they need and the amount of information that they obtain (Grant and Marshal, 2011:234).

1.9.5 Organisational change:

Organisational change is a process in which an organisation changes its working methods or aims to develop and deal with new situations or markets (Elsbach and Stigliani, 2018:2274). It can also be referred to as managerial reactions to change in the external environment. Organisational change harnesses acclimatising forces motivating change which allows those involved to reveal their approaches and performances (Hee, Cheng, Ping, Kowang and Fei, 2019:469).

1.9.6 Organisational change models:

This refers to models that describe a strategic method in an establishment which guarantees that modifications are easily and effectively realised, and that the lifelong benefits of change are realised (Kotter, 2013:331; Lima, McMahon and Costa, 2021:107).

1.9.7 Resistance to change components:

These include mechanisms that influence workers to resist change. They comprise tridimensional contrary attitudes to change which include effective, collaborating, and mental components (Cabrera and Barajas 2014:246).

1.9.8 Stimulation avoidance:

This refers to a collaborative constituent of resistance to change whereby workers display a disposition to fight change by moving away from external stimulus. Such behaviours appear to be learned to prevent aversive stimulation (Saetren and Laudman, 2017:1)

1.9.9 Emotional reaction:

This refers to an affective feature of resistance to change, reflecting the point of strain and uneasiness the employee encounters. It involves an individual's reaction to a situation or response to an external stimulus (Agogo and Hess, 2018:570).

1.9.10 Risk intolerance:

This refers to an affective dimension that concerns the feelings of fear and threat when employees confront risk associated with organisational change (Chen and Eyoun 2021:102). Previous research has recognised the association between authoritarianism and risk intolerance (Toepfl, 2020:105; Zhang and Brym, 2019: 501).

1.9.11 Cognitive rigidity:

This refers to resistance to change at the cognitive level. This also includes the effect of change on employees' beliefs and values regarding change. Past researchers has recognised the connection between authoritarianism and cognitive rigidity (Burger, Pfattheicher and Jauch, 2020:104; Berggren, Ljunge and Nilsson, 2019:999).

1.10 Structure of the chapters

1.10.1 Chapter 1

Chapter 1 provides an overview of the study. In other words, it addresses the orientation of the research, stating the objectives, research questions, and what will be discussed in each chapter.

1.10.2 Chapter 2

Chapter 2 summarises the hypothetical framework of the study as well as the description of the area of study.

1.10.3 Chapter 3

Chapter 3 provides a broad overview of the dependent variable in the study, which is ‘resistance to change’. An extensive literature review of the principles guiding organisational change management in an organisation is discussed, in line with the principles and theories guiding this core concept; as well as its components, determinant factors, and how communication inadequacy also plays a role. As the dependent variable in the study, its significant relationship with the independent variable is also discussed, as well as its impact on the automobile sector.

1.10.4 Chapter 4

Chapter 4 offers a summary of the independent variable of the research study, which is ‘change management leadership’. It covers the styles and theories guiding the concept of leadership as well as the necessary leadership skills that make for successful change implementation. The chapter further explores the components of change leadership styles and their influence on the dependent variable, which is resistance to change.

This chapter identifies the role and importance of change in the automobile industry and the contribution of change leadership skills towards promoting effective change management, particularly in the selected companies from the Durban Metropolitan Region.

1.10.5 Chapter 5

Chapter 5 discusses on the suggested process of a Change Management Leadership Model or framework for the Automobile Industry of the selected automobile companies in the Durban Metropolitan Region. The framework involves an exploration by the researcher, based on an in-

depth analysis of the previously existing change management model (ADKAR model), as against the backdrop of the literature review from other sources.

1.10.6 Chapter 6

Chapter 6 discusses the research methodology and design adopted for the study. It discusses the research methodology and strategies utilised; the mode of data collection; sampling techniques; the methods of statistical data analysis; the pilot study of the research; the validity and reliability of the analysis; and, finally, a statement of ethical considerations.

1.10.7 Chapter 7

Chapter 7 presents an analysis of the data using the SPSS version 21 for Windows, followed by a detailed discussion of the findings. The appropriate statistical analysis also tests the various hypotheses to explore the tenability of the proposed framework and the components of the dependent and independent variables, as well as testing other cross-tabulated constructs in the holistic study. Data collected in the quantitative phase was analysed and interpreted using statistics. Thematic analysis was employed for the qualitative phase with the use of the NVIVO software package. Thus, the data analysis entails a combination of positivist and interpretative paradigms.

1.10.8 Chapter 8

Chapter 8 discusses the results obtained from the data.

1.10.9 Chapter 9

Chapter 9 concludes with the salient findings of the study and the responses; and makes cautious recommendations arising from the empirical analysis. The chapter draws conclusions and makes recommendations from the findings of the study and these recommendations serve as solutions to the problem statement or answer the objectives of the study. Also, limitations concerning the research work are stated insofar as they suggest future research.

1.11 Conclusion

This chapter summarises the purpose of the research study. It explains the background of the recognised problem, presenting the research problems for the researcher to generate a solution; as well as to contribute to the body of knowledge. The aim, objectives, and research questions which

direct the research are stated. The next chapter discusses the general theoretical framework of the study

CHAPTER TWO

HYPOTHETICAL FRAMEWORK AND DESCRIPTION OF THE AREA UNDER STUDY

2.1 Introduction

The chapter briefly summarises the general framework of the study based on the hypothetical framework following the objectives of the study as discussed in the literature review. The chapter further provides a brief description of the area under study as well as the methodology employed.

2.2 General Framework of the Study

The theoretical background of the study is broadly categorised into three major variables which have further subdivisions.

2.2.1 Change Leadership Styles

The concept of change leadership styles, identified as the independent variable, tackles two further sub-divisions which consist of the following:

- i. Transformational Leadership style: This comprises of idealised influence, inspirational motivation, intellectual stimulation and individualised consideration.
- ii. Transactional Leadership style: The transactional leadership style comprises of contingent reward, Active management by exception and passive management by exception.

2.2.2 Resistance to Change Management

The concept of resistance to change is identified as the dependent variable which is further divided into the following:

- i. Routine seeking
- ii. Cognitive rigidity
- iii. Emotional reaction
- iv. Short term focus

2.2.3 Communication Adequacy

Communication adequacy is another independent variable further compromising of:

- i. Structure of the communication system.
- ii. The communication role performed by members of the organisation.
- iii. The channel and messages employed by the organisation.

The general framework of the study comprises the major concepts of the study which consists of “**resistance to change**” and “**change leadership**”. The study will focus on the theories that support these concepts in the literature review which are chapters three, four and five respectively. Furthermore, the theories related to these concepts are reduced to components that form the basis in the questionnaire construction.

2.2.4 Hypothetical Framework of the Study

The hypothetical framework of the study (proposed model) has been conceptualised based on the major concepts of the study. The proposed hypotheses generated for the study were based on the linking relationships which exists between the concepts reviewed and major objective of the study as depicted in Figure 2.1.

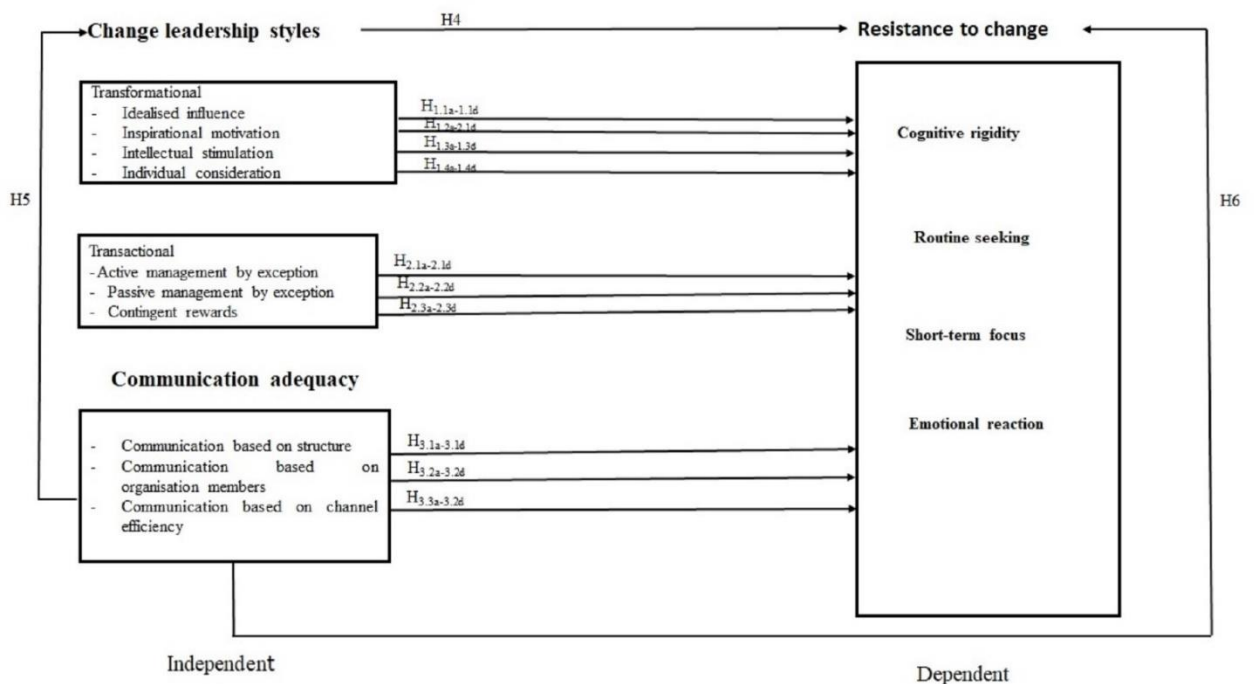


Figure 2. 1 Proposed Hypothetical Model of the study (Self-generated).

Based on Figure 2.1 above, the following hypotheses has been generated:

- a. Relationship between Transformational leadership style and Resistance to Change (H1): This is further broken down into:
- H1.1a: There is a significant relationship between idealised influence and cognitive rigidity.
 - H1.1b: There is a significant relationship between idealised influence and routine seeking.
 - H1.1c: There is a significant relationship between idealised influence and short-term focus.
 - H1.1d: There is a significant relationship between idealised influence and emotional reaction.
 - H1.2a: There is a significant relationship between inspirational motivation and cognitive rigidity.
 - H1.2b: There is a significant relationship between inspirational motivation and routine seeking.
 - H1.2c: There is a significant relationship between inspirational motivation and short-term focus.
 - H1.2d: There is a significant relationship between inspirational motivation and emotional reaction.
 - H1.3a: There is a significant relationship between intellectual stimulation and cognitive rigidity.
 - H1.3b: There is a significant relationship between intellectual stimulation and routine seeking.
 - H1.3c: There is a significant relationship between intellectual stimulation and short-term focus.
 - H1.3d: There is a significant relationship between intellectual stimulation and emotional reaction.
 - H1.4a: There is a significant relationship between individualised consideration and cognitive rigidity.
 - H1.4b: There is a significant relationship between individualised consideration and emotional reaction.

b. Relationship between Transactional leadership style and Resistance to change (H2):

This is further broken into the following:

- H2.1a: There is a significant relationship between Active management by exception and cognitive rigidity.
- H2.1b: There is a significant relationship between Active management by exception routine seeking.
- H2.1c: There is a significant relationship between Active management by exception and short-term focus.
- H2.1d: There is a significant relationship between Active management by exception and emotional reaction.
- H2.2a: There is a significant relationship between Passive management by exception and cognitive rigidity.
- H2.2b: There is a significant relationship between Passive management by exception and routine seeking.
- H2.2c: There is a significant relationship between Passive management by exception and short-term focus.
- H2.2d: There is a significant relationship between Passive management by exception and emotional reaction.
- H2.3a: There is a significant relationship between Contingent reward and cognitive rigidity.
- H2.3b: There is a significant relationship between Contingent reward and routine seeking.
- H2.3c: There is a significant relationship between Contingent reward and short-term focus.
- H2.3d: There is a significant relationship between Contingent reward and emotional reaction.

c. Relationship between Communication adequacy and resistance to change (H3):

This is further broken down into the following:

- H3.1a: There is a significant relationship between communication based on structure and cognitive rigidity.
- H3.1b: There is a significant relationship between communication based on structure and routine seeking.

- H3.1c: There is a significant relationship between communication based on structure and short-term focus.
 - H3.1d: There is a significant relationship between communication based on structure and emotional reaction.
 - H3.2a: There is a significant relationship between communication based on organisation members and cognitive rigidity.
 - H3.2b: There is a significant relationship between communication based on organisation members and routine seeking.
 - H3.2c: There is a significant relationship between communication based on organisation members and short-term focus.
 - H3.2d: There is a significant relationship between communication based on organisation members and emotional reaction.
 - H3.3a: There is a significant relationship between communication based on channel efficiency and cognitive rigidity.
 - H3.3b: There is a significant relationship between communication based on channel efficiency and routine seeking.
 - H3.3c: There is a significant relationship between communication based on channel efficiency and short-term focus.
 - H3.3d: There is a significant relationship between communication based on channel efficiency and emotional reaction.
- d. Relationship between Change leadership styles and Resistance to change (H4).
 - e. Relationship between Communication adequacy and Change leadership styles (H5).
 - f. Relationship between Communication adequacy and Resistance to change (H6).

2.3 Description of the Area Under Study

The description of area covered for the study ranges over several automobile dealerships in the Durban Metropolitan Region, as shown in Figure 2.2, below.

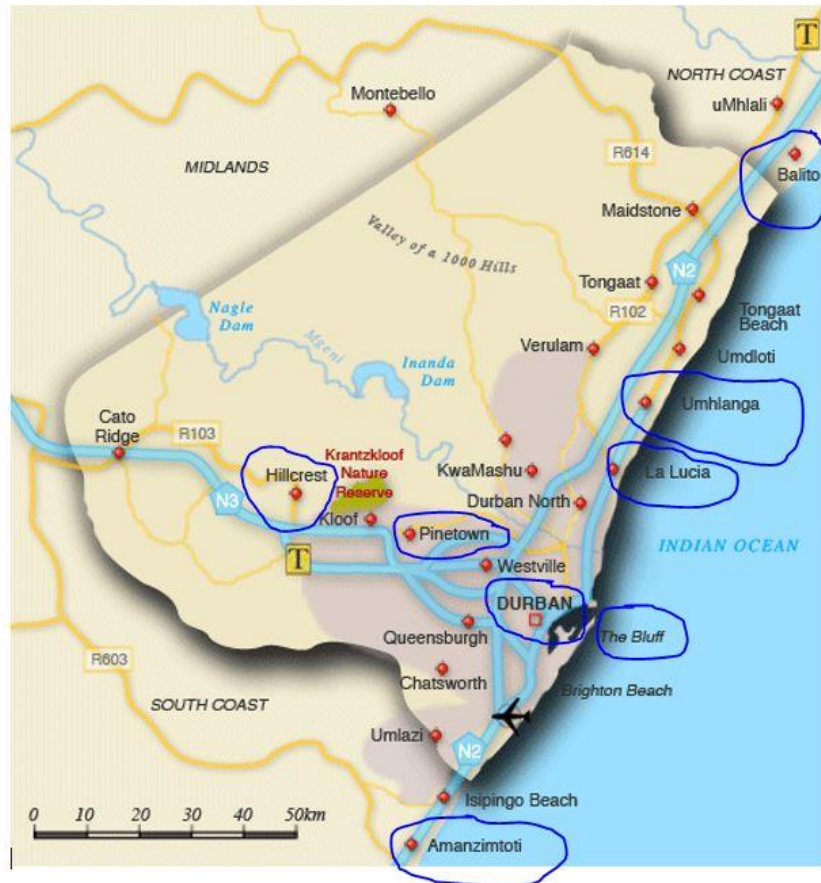


Figure 2. 2 Map of the durban metropolitan region indicating areas covered by the study

(Source: Ethekeeni reports, 2016)

The Durban Metropolitan Region is referred to as eThekweni in isiZulu. The area has a vibrant, specialised economy. Durban's subtropical weather, warm marine seas and friendly people have attracted many tourists. The Durban Metropolitan area is the third biggest city in South Africa. It is a class-diverse city of over 3,442,398 people (as per the 2011 census). The population grew by 1.08% from 2001 to 2011. It is Africa's best-managed, busiest port (Van and Wynberg, 2017:1099).

In 2015, a report by AfriAsia Bank listed Durban among the top metropolises in Africa, with the most millionaires. The Durban Metropolitan Region drives the KwaZulu-Natal economy, producing over half of the province's output, services, and income, and accounting for 15% of nation-wide productivity; 14% of domestic revenue; and 11% of general employment. The areas covered by the study, as indicated in Figure 2.2, above, are as follows: Durban North; Pinetown; Hillcrest; Amanzimtoti; The Bluff; Umhlanga; Ballito; and Durban Central.

- **Durban North (La Lucia):**

Durban North is located just north of Durban in the eThekweni Metropolitan Municipality, which was formed in 2000. This area lies between the N2 freeway and the eastern sea shore. Its suburbs are inhabited by some of Durban's most wealthy people. It is bordered by La Lucia to the north, where two automobile dealerships (Companies A and B), amongst several others, were selected for the research study (Munz and McFarland, 1977:193).

- **Pinetown (Gumede Road):**

Pinetown is a town on the edge of the eThekweni Metropolitan Municipality in KwaZulu-Natal, South Africa. It is positioned 16 kilometres west of Durban, with a population of about 144,026 people, as at the last census in 2011 (Musvoto, Lincoln and Hansmann, 2016:187). Most of the automobile dealership companies in Pinetown are located along Joseph Gumede Road. In this area, branches of Companies A, C and D were selected for the study.

- **Hillcrest:**

Hillcrest is a suburb to the west of Durban. It lies on the outskirts of Durban and was formerly a quiet farm which later developed into a suburb. This suburb now lies within the eThekweni Metropolitan Municipality and offers an extensive selection of premises, which are suitable for small and large businesses. The region has branches of several automobile dealership companies, and branches from automobile dealership Companies A and F were selected for the study (Pattison and Wasserman, 1999:169).

- **Amanzimtoti:**

Amanzimtoti is a coastal town to the south of Durban. It lies on the coast of the Indian Ocean within the eThekweni Metropolitan Municipality. It is one of the most popular destinations on the KwaZulu-Natal South Coast, well known for its beautiful white sandy beaches, which are enjoyed by tourists and water lovers alike. Legend has it that King Shaka mentioned that its waters tasted sweet, which is how this charming settlement got its name (Allen and Wilson, 2020:1). Amanzimtoti, often known as 'Toti', was principally a residential area. In the last few years, it has developed into a centre for financial and industrial businesses – from industry and merchandising to commerce. The former international airport was situated in this town, which also boasts Galleria Mall, one of the new developments (Sewchurran and Davidson, 2021:4961). However, due to the

small number of automobile companies in this area, only a branch of Company A was selected from this town for the study.

- **Umhlanga:**

This is a prosperous suburban, commercial and resort town on the coastline north of Durban. It is part of the eThekweni Metropolitan Municipality. The name ‘Umhlanga’ means ‘home of reeds’ in the isiZulu language. It is famous for the Gateway Shopping Mall, which is the largest shopping mall in the southern hemisphere. Umhlanga is one of the fastest growing areas in South Africa, with a population of over 30,000 people (Sutherland, Sim and Scott, 2015:185; Turok, 2012:33). Numerous automobile dealerships are located in this town, from which Companies B and E (head offices) were selected for the study.

- **Ballito:**

Ballito is a holiday town situated in the north of the Durban Metropolitan Municipality. Between 2005 and 2011 the population grew from 12,000 to 30,000. This is linked to the increase in commercial activity in the immediate area (Nkwanyan, 2018:1). The town is also well-known for its marketing and trading. Numerous automobile dealerships are located in this town, from which branches of Companies B and C were selected for the study.

- **Durban Central:**

The Durban Metropolitan Municipality is the third most populous urban area in South Africa. It is famous for being the busiest port in South Africa and is also one of the major centres of tourism due to its warm subtropical climate and extensive beaches. In May 2015, Durban was formally acknowledged as one of the new ‘Seven Wonders Cities’, with a population of approximately three million (Reyes, 2017:22; eThekweni Municipality, 2017:65). It has a thriving economy, which is the reason why several automobile dealership companies in the Durban central area (the head offices of companies A, C, D and E) were selected for the study.

- **The Bluff:**

Numerous suburbs are located on The Bluff, which lies between Durban harbour and the Indian Ocean and forms the southern quayside of the port of Durban (Desai and Bond, 2019:108). From the few automobile dealerships in the area, branches of Companies B and F were selected for this

study. Table 2.1 shows the number of companies that were selected for the study, including their branches in other areas of the Durban Metropolitan Municipality.

Table 2. 1: Companies selected for the study and their Branches.

Company Names	Location of Company Head Office	Location of Other Branches	Total Number of Branches for each Company. (Head office and main branches)
Company A	Main branch at Durban Central	Other branches: -Hillcrest -Durban-North -Amanzimtoti -Pinetown	5
Company B	Main branch at Umhlanga	Other branches: -Durban-North -The Bluff -Ballito	4
Company C	Main branch at Durban Central	Other branches: -Pinetown -Ballito	3
Company D	Main branch at Durban Central	Other branches: -Pinetown	2
Company E	Main branch at Umhlanga	Other branches: -Pinetown	2
Company F	Main branch at Durban Central	Other branches: -Hillcrest -The Bluff	3

Table 2. 2: Areas covered by the study indicating the selected companies and the respective number of respondents in the Durban Metropolitan Region (DMR), KwaZulu-Natal Province (staff)

Companies /Area covered	PT	DN	HC	AM	B	UMH	BA	DC	Total respondents from each company
Company A	10	10	10	10				10	50
Company B		5			5	23	5		38
Company C	5						14	1	20

Company D	12							13	25
Company E	20					7			27
Company F			10		5			5	20
Total no of Respondents in each Area	47	15	20	10	10	30	19	29	180/270

The symbols in the above table represent the following:

PT: Pinetown; DN: Durban North; HC: Hillcrest; AM: Amanzimtoti; B: The Bluff; UMH: Umhlanga; BA: Ballito; DC: Durban Central

Table 2.2 indicates the areas covered by the study in the Durban Metropolitan Region, as well the number of respondents (staff) in each of the visited companies. The table reveals that 180 questionnaires were collected from staff that was willing to participate in the study and informations were collated from their questionnaires out of the 270 questionnaires administered.

Table 2. 3: Areas covered by the study indicating the selected companies and the respective number of respondents in the Durban Metropolitan Region (DMR), KwaZulu-Natal Province (managers)

Companies/Area	PT	DN	HC	AM	B	UMH	BA	DC	Total respondents from each company
Company A	2	1				2			5
Company B		2				3			5
Company C								4	4
Company D	1					4			5
Company E	1					4			5
Company F					1	3			4
Total No of Respondents in each area	4	3	-	-	1	16	-	4	28

Table 2.3 indicates the areas covered for the study in the Durban Metropolitan Region, as well the number of respondents (managers) interviewed in each of the selected companies. A total of 28 managers were interviewed.

The general framework of the study comprises the major concepts of the study which are resistance to change and change leadership. The study will focus on the theories that support these concepts in the literature, which is reviewed in Chapter Three, Four and Five. The theories related to these concepts are reduced to their components, which form the basis of the questionnaire construction.

The South African automotive sector plays a major role in the South African economy. It was established in South Africa in the 1920's and has contributed greatly to exports. The industry has attracted international auto-manufacturers to award assembly contracts to the South African industrial units. These producers include BMW, Chrysler, General Motors, Ford, Fiat, Nissan, Toyota and Volkswagen. The automobile sector is the most important sector in the South African economy (Henama and Sifolo, 2017:2). The rise of competitive automotive firms over time is critically reliant on the nature of business connectivity in order gain global competitiveness (Black, Roy, Haddad and Yilmaz, 2020:1). In 2015, the automotive sector contributed 7% of the country's GDP and 87% of Africa's vehicle production (AIEC report, 2017). Naude (2009:70) reported that the automotive sector is categorised as "original equipment manufacturers (OEMs); automotive components manufacturers (ACMs); original equipment suppliers (OESs); and the automotive retail and aftermarket". Owing to the constraints and complications of the automobile sector, this study focuses on six selected automotive (retail) dealerships in the Durban Metropolitan Region in KwaZulu-Natal.

Since the 1920s, successive political administrations have utilised rates regulation and local content legislation to control production (Black, 2017: 779). The first steps were taken over four decades (1920-1961) and involved the standard importation of substitutes, preferring modest production in the national market. Increased, protective import tariffs generated the opportunity for the growth of small manufacturing plants, which developed many small prototypes at an extraordinary cost (Zohuri, 2019:119; Department of Trade and Industry for South Africa, 2014:88). The Covid-19 outbreak has affected several aspects of international trade, and even though the full impact of the outbreak is still uncertain in most trade data, some guiding indicators have shown that trade flows can reduce the damaging effect on Africa's trade (Obayelu, Edewor and Ogbe, 2020:211).

In the late 1960s, guidelines and regulations for local content appeared, leading to several vehicles being available to the South African motorist. The machines had to be assembled domestically in order to be termed a local product. The automobile sector had to conform to the General Agreement on Tariffs and Trade (GATT) and World Trade Organisation (WTO) trade regulations (Moosavy, 2021:363; Damoense, 2014:251).

In the final phase, the management program mandated that the local content had to amount to 70% of a vehicle's total weight. Companies also expected tax refunds for extra local content. The national market restrictions meant that exports played a significant role in generating progress. The government noted that the industry needed inspiration to modify its effectiveness (Frankema, 2021:557). After the apartheid era, the first programme enacted by the South African government in order to sustain economic growth and development was the Motor Industry Development Programme (MIDP). This was intended to facilitate the competitiveness of the automotive sector, both nationally and internationally. The MIDP was established in 1995 as a way of defending the local content requirements that had formerly branded the industry (Lingenfelder, 2019:112; Black and Venture, 2017:24).

The key goals of the MIDP were to escalate the effectiveness of the sector; inspire productivity; eradicate unemployment; increase steady trade; and ensure the affordability of automobiles (Pilay, 2018:87). These objectives were strategised to increase national productivity. The most current and on-going program initiated by the South African government is the Automotive Production and Development Programme (APDP). The APDP was initiated on 1 January 2013, and its major goal was to improve the foreign exchange rate while stimulating national productivity to 1.2 million vehicles a year by 2020.

The automotive sector can only prosper and contribute to the economic growth of South Africa if modern skills and technical know-how are being applied (Tsibidaki, 2021:103; Malifete, 2019:67). The automotive sector has become the foremost industry in South Africa's economy, and has been recognised as an advanced industry (Mashilo, 2019:225; Department of Trade and Industry South Africa, 2014:86). It contributes 6.2% of the country's gross domestic product and hired an estimated 93,100 people in 2010. However, with the prevailing Covid-19 pandemic, there has been a drastic reduction in employment opportunities in the sector, affecting the nation's per capita income (Goldberg and Reed, 2020:161).

Internationally South Africa accounts for nearly 73% of Africa's automobile production and manufactured 0.61% of the world's automobiles in 2009 (OICA, 2010). Nevertheless, since the national production of automobiles only meets 35% of demand, the automotive industry is left with no choice but to import, as there are not enough suppliers in the markets. Also, considering the growing impact of the Fourth Industrial Revolution, South Africa is unable to meet the demand for the significant skills required, due to the failure of the education system (Sutherland, 2020:233; Ambe and Badenhorst-Weiss, 2011:337; Pitot, 2007:11).

Secondly, the South African automotive sector stands out as a significant contributor to South African economic growth. Despite this fact, the continual decline in automobile sales year-on-year contributed to the loss of 33.5% of South Africa's general manufacturing output in 2015. Investigation has revealed that the challenges faced by the South African automotive sector were caused by organisational change management (Pillai, Sivathanu, Mariani, Rana, Yang and Dwivedi, 2021:231; MacDuffie and Pil, 2018:1; Department of Trade and Industry South Africa, 2014:8). There are several other insignificant challenges, such as the high cost of labour; inferior infrastructure; poor delivery and out-dated skills, which are specifically related to the South African ACMs as they contend with low-cost imported products and imitations (Shumba, 2018:45; Ambe and Badenhorst-Weiss, 2011:338; Moodley, Morris and Barnes, 2001). This has resulted to an increased demand for low quality products which hardly meet with global output standards.

Finally, according to NAAMSA (report, 2016), *“the main difficulty faced by the South African automobile sector, is associated with implementing and maintaining new technical changes which comprise artificial intelligence and can only be achieved by the practice of appropriate leadership skills and a successful change management in the industry”*. The lack of appropriate leadership skills often leads to poor work performance of employees and employee-management relationship issues. These challenges have results in worsened labour relations which offset the benefits of inspiring employers to reduce costs. Unfortunately, inadequate development in education and training continually hinders the potential of the South African automobile industry (NAAMSA report, 2016).

These challenges have influenced the automotive dealership companies especially, by putting pressure on prices and delivery times; expecting quality and overall customer service improvements; demanding environmentally friendly products; and expecting the rapid introduction of new products (South African Automobile Dealership reports, 2015).

Regardless of these challenges, the South African automobile sector has proven to be resilient, even in hostile economic circumstances, due to high levels of co-operation with domestic constituent providers (; Sweeney, Mordue and Carey, 2020:125; NAAMSA report, 2017).

2.4 Conclusion

This chapter provides a brief review of the general framework of the study, which comprises the theoretical concepts of the study, which will be discussed in the literature review; as well as a description of the areas selected for the study. The following chapter will focus on the first part of the theoretical concept, resistance to change.

CHAPTER THREE

OVERVIEW OF RESISTANCE TO CHANGE

3.1 Introduction

This chapter considers literature connected to resistance to change management and the South African automobile industry. It reviews the foundations of resistance to change, its concepts, and its theories. The essence of communication management is also discussed as an important factor to be considered regarding resistance to change in the automotive industry of South Africa. The purpose of this literature is to emphasise the role of resistance to change in the South African automotive industry. This has been achieved by building a theoretical base from which insights can be drawn from past literature studies. Outcomes will form a basis that will affect changing prospects in the study. The review integrates nationwide and global research innovations that relate to the field of study.

3.2 Foundational background of resistance to change

The concept, resistance to change was pioneered in Coch and French's 1948 Human Relations Act 512-513, a powerful work on resistance to change. These scholars claim that opposition does not begin with people, but with the setting in which the change takes place. This was trialed in a study of four dependable philosophies of resistance (Terziev, 2020:13; Bernard, 2015:1). According to Terziev (2020:13), intervention for strategic transformation is becoming more urgent in organisational structures and sectors of the economy. This can, however, be handled if resistance to change is considered crucial and is dealt with by the management (Usman, 2020:95). Organisations need to stay competitive, even in times of uncertainty, and this goal can only be successfully realised if they find ways of inducing their members to accept change easily, and to detect, anticipate and respond strategically to business uncertainties – such as the COVID-19 pandemic and all its ramifications (Van Rijmenam, Erekhinskaya, Schweitzer and Williams, 2019:101).

Coch and French (1948:1) state that “most of all grievances presented at Harwood have always stemmed from a change situation”. It was noted that close to a thousand factory employees had their job routines changed frequently, which became a hindrance in the organisation. It was further observed that their incomes and determination would drop and several employees will probably

react negatively, while others would never recover their initial level of productivity (Burnes, 2015:98). However, Srivastava and Agrawal (2020:1) state that resistance to change is an antecedent to the turnover intention which often represents employees' voluntary turnover in the future. This relationship of resistance to change and turnover intention is explained by burnout (Ding, 2021:1). This implies that, for organisations to avoid burnout, stress, or mental exhaustion of staff, there ought to be perceived organisational support.

The conceptual groundwork of Lewin's approach to resistance stems from the 'field theory', which stresses the significance of the perspective in influencing workers' performance (Bagrationi and Thurner, 2020:10). Lewin's (1947) 'field theory' maintains that individual and group behaviour is the product of a complex system, or field of forces, that surrounds individuals. Lewin contended that changes in conduct simply transpire once the work setting changes. Moreover, this could be attributed to a reduction in the control of restrictive power or an escalation in the power of motivating forces (Burnes, 2015:99). Lewin's investigation into change concluded that productivity after change remains consistently proportional to the extent of involvement. Also, the degree of revenue is indirectly proportional to the extent of involvement (Coch and French, 1948:524). This settles the argument made prior to Coch and French's work, which ought to be understood in the broader context of Lewin's work (Oreg, 2018: 88:107).

Ijaz and Vitalis (2011:354) assert that Coch and French's study is a 'pioneer work' which laid the foundation for understanding resistance to change. Coch and French's work is commonly seen as providing the basis for our understanding of resistance to change (Shahbaz, Gao, Zhai, Shahzad and Arshad, 2020:124; Dent and Goldberg, 2012:25). This raises the basic argument arising from the nature of the organisation's context, that individual employees are the main barrier to change; but identifying sustainability as a structural concern underlines the need to generate a philosophy favourable for change (Olafsen, Smedsrud and Kamaric, 2020:97; Erwin and Garman, 2010:39). In addressing this argument, further research studies demonstrate that the followers of the organisational development (OD) movement gave up on the field concept of Lewin's work, placing less emphasis on the impact of other relative issues like leadership management, and more on group dynamics and personal psychology.

3.3 Factors affecting resistance to change

The idea behind ‘resistance to change’ stems from the normal response of the workforce to a process of innovative change (Thakur and Srivastava, 2018:201). Change entails innovative and improved ways of handling issues, which results in people facing challenges when envisioning life-changing situations (Jin and Shin, 2020:301). Effective change implementation is realised by adequate communication, sufficient participation, involvement of workers, and stress management (Klingshirn, Muller, Beutner, Hirt, Stroble, Grill, Meyer, and Saals, 2020:1). Organisations can only thrive when these factors are efficiently and effectively taken into cognisance (Benuyenah, 2021:210). Figure 3.1 below explains the broad factors that affects resistance to change based on Demographic factors (age, gender, tenure of service); Communication factors (the structure of the communication system, communication role performed by members of the organisation and the channels and messages employed by the organisation); and Component factors (routine seeking, stimulation avoidance, emotional reaction, short-term focus risk intolerance and cognitive rigidity). These are all discussed further below.

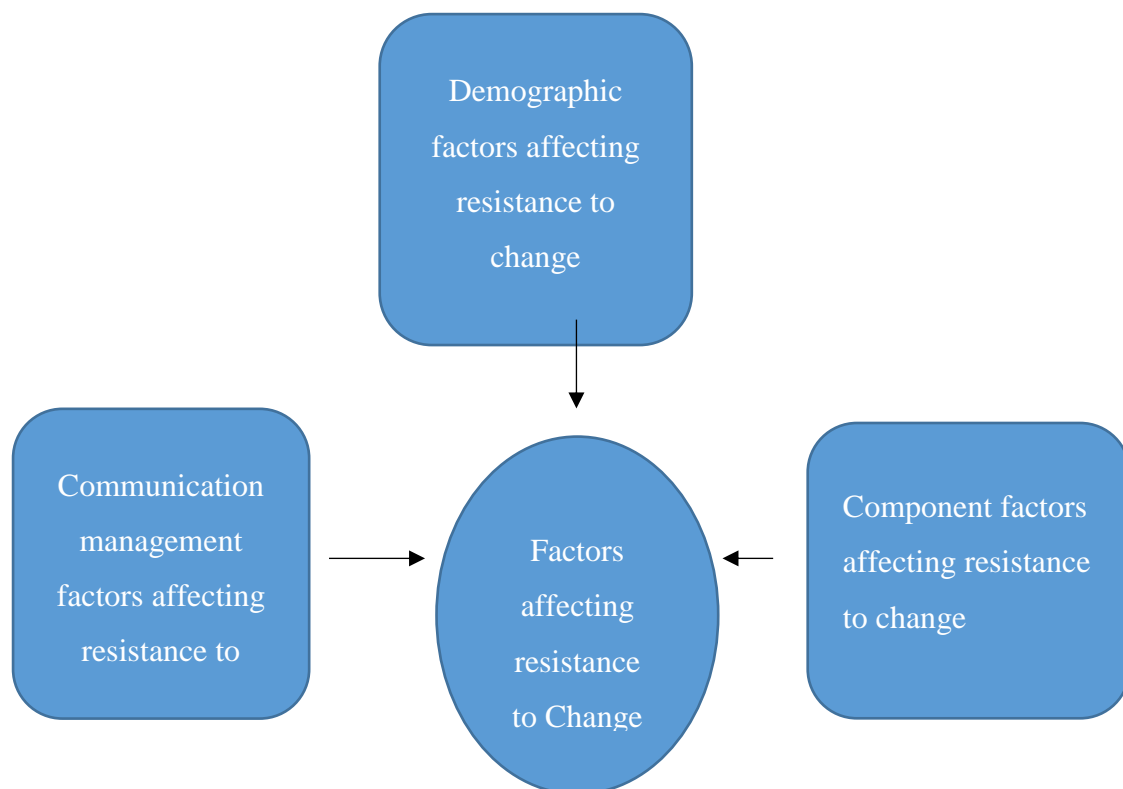


Figure 3. 1 :Factors affecting resistance to change

(Adapted from Benuyenah, 2021:210; Thakur and Srivastava, 2018:201)

3.3.1 Demographic factors

Various authors identify numerous reasons for worker opposition to change. These include communication techniques; worker participation; and change procedures (Hopkins and Blyth, 2019:193; Charalampous, Grant, Tramontano and Michailidis, 2019:51). To improve on effective managerial objectives, worker commitment and exceptional direction from the leaders are recognised for propelling creativity in the workforce (Mujeeb, Khan, Obaid, Yue, Bazkiaei and Samsudin, 2021:114). The influence of employee ethics and mannerisms needs further exploration. The determining factors include age, gender, personality traits (locus of control) and employee educational level.

3.3.1.1 Age

The baby boomers were born between 1945 and 1964. This age group grew up in a period of remarkable economic stability. They are comfortable with extended periods of service in an organisation (Luoto and Varella, 2021:10; Waters and Seal, 2019:134). It is believed that they easily embrace organisational changes. Furthermore, the fostering of organisational commitment also contributes to their trustworthiness, which reduces resistance to change (Altman, Baruch, Zoghihi and Armas, 2020:1337; Hui-Chun; Yu Hai and Miller, 2005:643). This implies that the loyalty to their organisational duties tends to be stronger than that of other age groups.

By contrast, Generation X represents people born between 1965 and 1980. This generation of workers inclines to self-liberation and are more autonomous as they spend minimal time with their families (Lynn, 2018:19). Generation Xers adjust easily to self-management (Mollard and Michaud, 2021:1). This is further supported by Southall and Gast (2011:155) who argue that Generation Xers display self-management skills, helped with the easy transitioning of introduced change processes. This implies that when change runs contrary to their own interests and passion, they feel less empowered and are unenthusiastic to embrace change. It is important to analyse if the change leaders we have in the affected organisations are perceived as baby boomers or Generation X (Shahbaz, Gao, Zhai, Shazad and Hu, 2019:126). This investigation enables the researcher to ascertain if this is a significant factor in resistance to change.

The youngest age group entering modern day organisations is Generation Y, known as the 'millennials'. They comprise people born between 1980 and 2000 (Dhir, 2019:29). It is predicted that millennials will be responsible for the successful revolution of the present-day organisation. However, there are signs that they are more flexible and less loyal to organisational responsibilities, compared to the other age groups (Colby and Orthman, 2015:78). This ultimately results in reduced

effort and morale, unrealistic prospects and disrespect (Sarwono and Bernarto, 2020:733; Ferri-Reed, 2014). Based on these evaluations, it is clear that employees falling between the Generation X and millennial age groups are characterised by more initiative and flexibility, and by more involvement with change management practices.

3.3.1.2 **Gender**

Several studies have cited the effect of gender on organisational change (Luoto and Varella, 2021:1). This suggests gender disparities in the expression of emotion. Females are recognised for handling reactions better (Chouhury, Elkefi and Asan, 2020:12). Emotional intelligence theory also agrees that females are better than men at understanding others' feelings. This implies that the probability of misconceptions and disagreements tends to be less in females (Brooks, Hileman, Chantler, Mildred, Lemaster, Frisbee, Shoemaker, Jackson and Frisbee, 2018:1070).

Considering that communication has been extensively recognised as a functional perspective that relieves resistance to change, females appear to function better in that area. In addition to their important roles in family and childcare, womenfolk are comparatively tougher in handling adverse conditions (Tyler, 2009:449). For this reason, it was indicated that females participating in change situations are more productive in interactive roles related to security and to render protection in unforeseen circumstances. This line of reasoning implies that females are less likely to oppose changes made in organisations as investigated and confirmed in the result chapter.

3.3.1.3 **Educational level**

There have been insufficient research studies based on workers' educational levels and change resistance. Nevertheless, as has been noted, a higher educational qualification contributes greatly to a worker's individual management and creativity (Kim and Choi, 2020:66; Bagrationi and Thurner, 2020:10; Shimoni, 2017:257). Rioveros (2021:7734) defines higher education as "*the institution in which a degree or diploma was obtained at university or college*". He argues that workers with advanced qualifications tend to reinforce organisational change with more eagerness and enthusiasm and tend to more easily perceive the significance of change. Imperatori (2017:221) further posits that, with the growing relevance of employee engagement, educational advances are pivotal in ensuring that change is easily accepted. Based on this understanding, it can be agreed that the level of education is a determinant factor in resistance to change.

3.3.2 Communication management as a factor

Researchers of organisational management have recognised the significance of communication efficiency in organisational change practices (Stouten, Rousseau and De Cremer, 2018:753; Ford and Ford, 1995:24;). Ford and Ford (1995:25) explained that “communication displays a dire role for acquiring information”. On the other hand, Stouten, Rousseau and De Cremer (2018:752) are of the opinion that other integrative factors, such as proper management planning, ought to be considered.

In a change context, communication is regarded as a tool for announcing and explaining information about change; preparing people for the positive and negative consequences of change; and reducing anxiety and stress (Kuzior and Lobanova, 2020:238). The need for organisational communication is important for any change management practice as it involves the exchange of information (Stouten, Rousseau and De Cremer, 2018:752). As a result, information also plays a significant part in any transformational process. Information imported from the external environment is necessary to organise the internal mechanisms needed to ease change in a way that is well-suited to a change strategy (Mirbabaie, Stieglitz and Brünker, 2021:211; Lai and Mahapatra, 2014:187).

Goldhaber, Yates, Porter and Lesniak (1978:76) add that the communication of internal roles and adjustment to changes in the external environment depend on information competence. Goldhaber et al. (1978:76) further recommend three vital mechanisms that impact on the efficiency of information distribution:

- the structure of the communication system;
- the communication role performed by members of the organisation; and
- the channels and messages employed by the organisation.

The structure of the communication system is the arrangement of relationships in the communication setup; and arrangements are difficult by nature. The dissemination of information is governed by the amount of employee indecision and ecological complications; the opinions and acknowledgements of participants; the scope of the system; and the steady process of managerial change. Significantly, Nadler and Tushman (2011:76) contend that, in extraordinary circumstances, the flow of communication ought to be introduced, starting from the top management to the lower levels of management, thus allowing for the proper delivery of appropriate information, and the

generation of novel actions which permit employee involvement in change procedures. After investigation, Laurer (2021:119) pointed out the clear role of top-to-bottom management communication in being responsible for transparency in communication, thereby motivating the change process and removing any ambiguities.

The next mechanism allows for communication efficiency that demands the communiqué role executed by participants of the organisation (Goldhaber *et al.*, 1978:79). Sias (2017:24) use the term “workplace relationship”. Workplace relationships are exceptionally relational interactions with significant effects on people concerned with the growth of the organisation (Alhussain, Abusamaan, Al-Shobaki, Talla, and Abu-Naser, 2021:67; Sias, 2017:25). The flow of communication is influenced by a person’s mental individuality and how they relate to others (Chu, Chen and Gan, 2020:260). It is expected that the top management (managers) should have more information to pass down to their subordinates, to ensure efficient task performance. In order words, to avoid a complicated process of change in an organisation, the onus lies on the management to provide adequate information to workers in order to reduce the pressure and anxiety, which often result in opposition to change.

Finally, the flow of communication channels and messages. This recognises how management establishes the flow of information (Goldhaber *et al.*, 1978:77; Haefner, Wincent, Parida and Gassmann, 2021:120). It also influences the distribution of information and allows effective communication in organisations. The South African government, understanding the frail competitive situation of the South African automotive industry, has put pressure on the OEMs to increase their indigenous components to 70%, to off-set the cost of refining machines using long supply chains (Slabbert, 2021:1; Murphy and Anderson, 2020:237; Venter, 2009:198). Integrated communications entrench communication adequacy and teamwork in business procedures, resulting in an upsurge in work-place productivity and efficiency. Combined communication resolutions ought to be software-based, built-up and support the customer’s choice of services (Smith and McGannon, 2018:101).

3.3.3 Theoretical / conceptual factors

A multidimensional interpretation of change opposition, otherwise referred to as resistance, speculates that undesirable responses to change are conveyed through three distinctive channels: emotional, cognitive and behavioural (Luminel, Nielson and Ridout, 2021:231; Piderit, 2010:210). Piderit (2010:210) suggested that it was possible that employee responses to change can be seen in

an ambivalent context where feelings, behaviours, and thoughts about change differ. On the other hand, Luminel et al. (2021:231) suggested that all studies on behaviour revealed patterns of deficits which were not restricted to emotional contexts. Piderit (2015:783) added that uncertainty can arise in the cognitive and behavioural spheres, when a worker trusts that change introduced in an organisation is vital but that the intended change is inadequate. In this case, an effort to fight against change can arise. The worker might follow his or her reasoning by displaying resistance through unsigned explanations in the recommendation box. However, open opposition to the change might not be expressed, owing to fear of a manager's reactions.

Based on Piderit (2010:210) conceptualisation of resistance, Oreg (2003:680) led a study to explore resistance to change and identified four factors that define an individual's tendency to resist change:

- routine seeking (stimulation avoidance);
- emotional reaction;
- short-term focus (risk intolerance); and
- cognitive rigidity.

These factors facilitate an improved ability to envisage detailed, change-related performance rather than other dispositions, such as distinct inaction, individual resilience and self-efficacy (Tsibidaki, 2021:103; Yang, Zhou, Cao, Xia and An, 2019:388; Wanberg and Banes, 2011:132).

3.3.3.1 Routine seeking (Stimulation avoidance)

Routine seeking is an interactive aspect involving an act, or reason for reacting to a change (Bolten, 2020:139). This element clarifies two significant features of a person's propensity to accept or resist change. Whereas one area of repetitive search centres on a person's desire for inspiration and novelty, the other area stresses an unwillingness to give up old practices (Gutmans, Gilboa and Partouche-Sebban, 2021:104). Routine seeking can lead to discrepancies – such as in a person who chooses greater inspiration over lesser levels of inspiration, and innovation can be realised (Bae, 2018:137). This differentiates a pacesetter from a follower of the trendy set. The pacesetters are eager to reason beyond and feel enthusiastic about the originality of their results. Adaptive persons are individuals who can achieve successfully within distinct and familiar work constraints (Mallman, 2017:25). Concerning the previous facet of routine seeking, a discrepancy concerning a person who chooses greater inspiration to lesser levels of inspiration and innovation can be realised. This differentiates a pacesetter from a follower of the trend. The pacesetters are eager to reason

beyond and feel enthusiastic about the originality of their results. Adaptive persons are individuals who can achieve success in a distinct and acquainted work constraint set (Zhang, Zhou, Liu, and Hussain, 2020:143).

Apparently, adaptive people require less originality and workers who are characterised as ‘adaptive’ probably oppose change when the originality in that change includes a rise in stimulation (Huynh, 2020:43). The unwillingness to do away with old practices indicates that workers are hesitant to leave their comfort zones (Hersey, 2021:3). Workers who desire to remain in their comfort zone are “outwardly ambitious, internally shut, self-focused, and comfort centred” (Quinn, 2014:19). Karandashev (2021:195) added that subjective emotional experiences rising from cultural factors, body sensations and perceptions are often the reason people remain in their comfort zones. Opposition to change can be formed once people are faced with an organisational change and need to move out of their comfort zones (Buick, Blackman and Johnson, 2018:222). This then leads to the formation of new objectives and new schemes of work, which phase out any existing skills and technical know-how. This implies that new incentives and originalities possibly generate mental uncertainty amongst workers, resulting to resistance to change (Karandashev, 2021:195).

3.3.3.2 Emotional reaction

The second element in Oreg’s (2003:681) precursors to resistance to change is emotional reaction. Oreg specified that emotional reactions are an expressive aspect that reveals the attitudes of workers when faced with change. In agreeing with Oreg, Quinn (2014:20) described emotional reaction as a phase where “*one moves from thinking, to feeling, experiencing, and expressing feelings about the problem*”. In addition, Hawi, Afnibar, Syaifulloh and Mukhlis (2020:202) stated that emotional reactions manifest in response to a stimulus, caused by an individual not being able to fulfil or please anyone. Such reactions affect an individual’s behaviour as long as the stimulus is active. Mental resilience is a character trait that highlights a person’s willingness to manage with change. People with more mental resilience are eager to accept, adapt and display enhanced managing abilities in reaction to change (Caughter and Croft, 2018:1111; Judge, Thoresen, Pucik and Welbourne, 1999:107). Unwillingness to fail can be regarded as a predictor of an individual’s capacity to manage change. People are more optimistic about managerial change when they trust that they are in control of their surroundings (Jakubik and Berazhny, 2017:189; Lau and Woodman, 1995:537).

Keifer (2021:1333) noted that employees could be faced with high levels of stress and frustration if the work environment is poorly organised and managed. This implies that control over one's circumstances is significantly connected with the capability to cope with managerial change. For people with a stronger locus of control, change is apparently an anticipated occurrence that will lead to enhancement and growth of an organisation and its members. However, workers with less control over their surroundings are vulnerable to fear and anxiety, or fear of success (Howard, 2021:113; Oreg, 2003:680). This limits their willingness to change in a poorly organized work environment. The employees experience high levels of stress and frustration, which may lead them to be involved in interpersonal conflicts, with some of these conflicts spiralling and evolving into bullying situations

3.3.3.3 Short-term focus (Risk intolerance)

Short-term focus implies that a person's focus at work wavers, thereby limiting a worker's capacity to accept innovative ways of working (Rice and Reed, 2021:9). This element includes an unwillingness to take risks and exhibits narrow-mindedness towards change and change management practices. Substantial change overtly necessitates that workers familiarise themselves with the new practices or procedures, and this can generate an intolerance to adjusting to the changes working (Rice and Reed, 2021:9). Reasonably, workers typically liken their present abilities with the expectation of meeting their responsibilities. Additionally, employees will compare the results of their previous routine with the possible results of the new arrangement (Ofoe, Anderson and Ntourou, 2018:1626).

Resistance can occur when employees' long-term benefits are at risk, and this highlights the period of deferment prior to a series of premeditated changes (Hedayati, Sadeghi-Firoozabadi, Bagheri, Heidari and Sze, 2021:105). These scholars point out that a worker's knowledge or ability is an evolving process, which needs certain duration for the production of innovative abilities. Once the workers have psychologically embraced an innovative plan or change, optimistic outlooks and insights concerning change will be established.

In other words, organisational members who are more enthusiastic to acquire and adapt to novel managerial requirements will be able to endure the adjustment period. However, with the occurrence of the Covid-19 global pandemic, unprecedented challenges have put even more pressure on the traditional way of working and individuals with little or no training in management will find it even more difficult to adjust (Lee, 2021:96). This generally indicates that anyone who

perceives that change increases work and requires learning and adjustment will be intolerant and will resist the change (Hinner, 2020:181).

3.3.3.4 Cognitive rigidity

Cognitive rigidity is the fourth aspect of resistance to change and refers to a worker's opinions and principles regarding change (Stephen, Byars and Stanberry, 2018:34). Oreg (2003:690) stressed how a person's thoughts and principles bring about change, once the individual is able to adjust his or her beliefs and principles in order to accept change. Stephen et al. (2018:36) pointed out the need for change to be guided by seeking individual interests in alignment with organisational goals. This aspect refers to the ease and occurrence of a person's ability to conform with the expected change in actions and behaviour. Consistencies in psychological personalities can be addressed through concerns such as intellectual complication, dictatorship and rigidity, and sensitivity (Malka, Soto, Inzlicht and Lelkes, 2014:1031). Rigid persons are naturally closed-minded and less likely to embrace innovative conditions – hence their resistance to change (Stephen, Byars and Stanberry, 2018:46).

Consistencies in psychological personalities can be addressed through concerns such as intellectual complication, dictatorship and rigidity, and sensitivity. Relative to the resistance to change, rigid persons are naturally closed-minded and less likely to embrace innovative conditions. Oreg (2006:689) agrees with Fugate and Soenen (2018:110) regarding the incompatibility between cognitive, emotional, and behavioural reactions to change. The results from both studies concluded that, out of the three afore-mentioned constituents, the affective constituent and the behavioural constituent had a strong connection. Furthermore, they are responsible for the appropriate responses to change. Fundamentally, when a worker faces an undesirable reaction because of change, there are chances that he or she will resist change (Cinite and Duxbury, 2018:113).

It was further found that there is also a link between management and workers' disposition to resist change (Fugate and Soenen, 2018:110). Particularly, lower levels of trust in management were connected with higher levels of affective, cognitive and behavioural resistance (Vos and Rupert, 2018:453). Regarding the amount of information about change, a relationship was established between conduct and cognitive resistance, but not affective resistance. On the other hand, Gori and Topino (2020:23) stated that additional information about change led to poor assessment of it, which triggered the disposition to resist it. It is agreed by most scholars that there are no reasonable

explanations for the occurrence of resistance to change and it is due to a worker's inexperience with the novel conditions at work.

3.4 Overcoming employees' resistance to change

Lewin's force field theory stated: "for a successful implementation of a change, the forces for change must be stronger than the forces against change". This implies that managers must be talented enough to curtail employee resistance. Ford, Ford and Polin (2020:5), "Managers must foresee and neutralise any resistance that may occur to successfully implement change". Likewise, Dhir (2019:29) considers that it is essential for leaders to handle resistance by ensuring that employees are well involved in the change process to avoid the feeling of being compelled to accept change. However, Ahmad, Straatmann, Mueller and Liu (2021:234) posit that managing change is often beyond the leadership's or management's control as positive corresponding behaviour of workers regarding change should be considered. The fact remains that, in a change process, it is the manager's role to create a positive environment (Miftari, 2018:259). The primary responsibility of a manager is to provide a positive action plan for how to address employees in the work environment. Before the emergence of resistance, managers ought to create an impression of change that is easily accepted amongst employees. This can be established by explaining the goals and the reasons why change is needed. Employees who recognise the significance of change will easily comply (Malka, Soto, Inzlicht and Lelkes, 2014:1031).

Sun, Wei, Shi, Jiao, Song, Ma, Wang, Wang, Wang, You and Liu (2020:593) all emphasise that employee lack of confidence can be reduced by addressing their anxieties. They agree with Hersey (2021:26) that the key to making change happen is by keeping everyone happy and gaining their co-operation. Consequently, it is generally agreed by most scholars that managers ought to generate a positive environment where employees can freely communicate their sentiments and concerns regarding the change.

Discussed below are means of overcoming employees' resistance to change in the work environment:

3.4.1 Communication

Numerous authors deliberate on the significance of communication during a change process (Steffen and Schoeneborn, 2019:145; Black and Venture, 2017:24; Kotter and Schlesinger,

2012:106). Kotter and Schlesinger (2012:106) claim that the most reasonable way to tackle change is to enlighten individuals earlier. Workers must be knowledgeable about when change is to occur; the method of execution; the expectations from employees; the impact of the change process on their jobs; and ways in which the organisation intends to inspire and encourage employees to remain dedicated throughout the change process. According to Kuroda (2020:370), many aspire to predict their work environments. Hopkins and Blyth (2019:194) also observed that people have a desire for cognitive closure in order to predict the work environment. Hence, organisational leaders or managers must forecast positive results from the change process and should guarantee that all employees are knowledgeable about how the change process is to be implemented and the methods of applying the change process.

3.4.2 Participation and involvement

Several researchers claim that the involvement of employees is the chief way to curtail resistance to change (Liu and Friedman, 2021:221; Ojo, Oladinrin and Obi, 2021:11; Varma, 2020:246). Soliman and Hamed (2020:133) further emphasise that organisational leaders or managers ought to prioritise the opportunities for employee participation in the implementation of change, as this will also give them a sense of belonging. Similarly, Kotter and Schlesinger (2012:106) believe that workers embrace change easily, once allowed to be involved and offer their suggestions regarding the change process. Kim and Leach (2020:425) stress that more dedication to the change process should be expected from employees if they are allowed to contribute to the change process; while Njuho (2020:35) believes that improving leadership influence will result in improved employee participation in the management of change in organisations

Managers and organisational leaders can easily accomplish this by adhering to the suggestions of the leaders of opinion, as they seem to be closer to, and more respected by, their co-workers. The collaboration of organisational leaders or managers with opinion leaders who are in closer contact with co-workers ultimately leads to success. However, Pander (2018:113) assert that low self-esteem affects the adjustments to new working conditions, especially with the recent world economic situation. However, people with higher confidence levels are so stuck on their belief systems that, for them, change is difficult to accept if it is not communicated properly.

The onus lies on managers and organisational leaders to initiate means of ensuring employee involvement in the change process and the consideration of employee feedback to accomplish the aim of the change process.

3.4.3 Support and education

An additional way for managers to tackle resistance to change is to be compassionate and encouraging enough to coach the employees to acquire novel skills and expertise (Ainsworth, 2020:171; Marshall and Nielsen, 2018:312). Such services can be rendered through coaching programs, which may support an easy acceptance of the changes. Fitzgerald (2021:123) contends that it is wise to permit employees to express their worries, doubts and concerns, as this will make create the opportunity for educating them on emotional sentiments and physical health in order to reduce stress during the execution of the change process. Such educational programmes provide knowledge of the changes, and the benefits and usefulness thereof.

3.4.4 Creation of credibility

Credibility and trustworthiness can be improved through reliable representatives or opinion leaders who are responsible to communicate the changes to their co-workers. Lasswell (2021:516) pointed out that the communication of change should be recurrent and transferred through various networks to carry everyone in the organisation along. In addition, Parra, Gupta, and Mikalef (2021:102) asserts that the positive aspects of communications should be the major focus, as well as the negative implications of the change process, as this will emphasise the trustworthiness of the management to employees.

3.4.5 Acceptance and fairness

Folger and Skarlicki (2011:35) place emphasis on the manner in which individuals are addressed as this can influence the way they respond to change. Brugger (2020:102) also noted that the psychological distancing of employees creates room for resistance. This was the case during the global pandemic as it was more challenging to reach out equally to all members in an organisation. If workers are recompensed (in the form of extra remuneration) and acknowledged for their contribution to, and participation in, a change process, this can realise good results. In addition, creating a culture of equality and engineering self-confidence amongst employees will enhance the trust and confidence managers have in their employees (Folger and Skarlicki, 2014:113). When employees are convinced that they are treated equally, they begin to cultivate a positive attitude and behaviour towards a successful change. In the end, an efficient change process will be assured (Marshall and Nielsen, 2020:312).

3.4.6 Timing

Scholars underline the significance of choosing the right time to discuss a change and execute it, and how to handle each employee personally, or as a group (Khoury, 2019:37). Managers ought to recognise that the value of communication will increase when organisations are undergoing a change, and this implies that time is of the essence. Some managerial change scholars disagree that all changes are similar, contending that situational aspects can differ, and as well as an organisation's attitude to change. Kotter and Schiesinger (2012:106); Harris, Morgan, Pineles, Madger, Hara and Johnson (2021:212) matched six universal policies for reducing resistance with the circumstances in which each policy might be suitable.

Some managerial change scholars disapprove of the declaration that all changes are similar, contending with the fact that situational aspects can differ and as well as organisations' attitudes to change. Even though some scholars propose that change novelty is often unsuccessful, resistance may have a positive part to play in change management (Raymond, 2019:1079; Cattani, Ferriani and Lanza, 2017:965). Other scholars view resistance exclusively as a hindrance to a change process, although it also has positive components (Levand and Dyson, 2021:170; Miftari, 2018:260). This is because it allows managers to review unscrupulous parts of the change creatively. Waddel and Sohal (2015:71) advise managers about the significance of seeing resistance as a cautionary signal rather than addressing it as an issue that needs to be curbed or eradicated. These researchers recommend that managers should recognise an employee's resistance as a chance to review the projected approach and resolve the flaws that had been ignored in the first place.

Bicer (2020:669) mentions that resistance is bound to occur where there is significant change. However, this can be reduced if workers are encouraged to be more expressive. Furthermore, resistance to change does not only point to conceivable flaws in a change policy, but it can be a starting point for providing an impetus to the change process.

3.5 Conclusion

This chapter reviewed the literature related to the conceptual knowledge on organisational change management and resistance to change. It highlights the determinant factors, symptoms, and causes of employee resistance. The next chapter will provide an overview of change management leadership.

CHAPTER FOUR

OVERVIEW OF CHANGE MANAGEMENT LEADERSHIP

4.1 Introduction

Leadership is a multi-faceted skill which is critical in the work place. Every person recognises and acknowledges distinct strategies and schemes for the reasonable management of workers, managers and the necessary infrastructure in the various divisions. The one vital element required throughout is leadership (Schermuly and Meyer, 2020:740; McClesky, 2014:117). Expertise in change management leadership has been identified as most important in controlling the actions and associations amongst team members and in businesses (Galli, 2018:124). This is determined through the actions, and consequential effects, of a leader's performance (Kurgat, 2019:67; Torlak, Desai and Bond, 2019:108). Such leadership expertise can be separated into two key classifications: orthodox and current change leadership expertise. Orthodox leadership involves the transactional and transformational leadership typically exercised as time and circumstances changes; whereas current leadership expertise is not highlighted in the study (Baskarada, Watson and Cromarty, 2017:118).

According to all the change leadership sources mentioned, there is a developing perspective which stems from the capabilities related to effective change management. These perspectives are occasionally unsuccessful in distinguishing the leadership functions. On the other hand, an evaluation of change leadership capabilities often recognises the probable capability that necessitates successful change management. This chapter assesses aspects of the two major change leadership styles (transformational and transactional) on which the study focuses; and the major functions and impact they have on developing organisational change.

4.2 Foundations of change management leadership

A core function of organisations today is the effective management of organisational change. Leadership has been the most worrying concern for organisations in recent times. The term 'leadership' can be viewed from numerous standpoints (Edmondson, 2018:89). Recent appraisals define leadership as "a process whereby an individual influence a group of individuals to achieve

a common goal” (Andriani, Kesemawati and Kristiawan, 2018:19). Countless descriptions of leadership have been offered, but ultimately it is “a process of social influence through the leader-follower relationship towards the achievement of an expected goal” (Tian, Deng, Zhang and Salmador, 2018:663; Barbuto, Fritz and Matkin, 2001:18).

Druckman and McGrath (2019:111) stated that, according to this notion, leadership is a practice of inspiration employing rules, plans and control to force followers to put effort into embracing organisational goals. As Ali (2021:178) stated, the demonstration of normatively appropriate conduct through actions and behaviours has been unable to clarify the features of leadership in recent times. Organisational leaders ought to establish diverse ways to relate with followers, as the discrepancies in leadership definitions from various researchers has been established, based on their understanding (Abdullah and Anwar, 2021:6). Other scholars believe that leadership management might be successful in handling dysfunctional circumstances; or even better, for improving work presentation (Stollberger, Las Heras, Rofcanin and Bosch, 2019:158; Nishi and Paluch, 2018:319).

Leaders are individuals with the power to initiate decisions and execute them (Bodla and Nawaz, 2010:208). Leadership is the process of taking a set of imposing practices regarding business, individual or social aspects of influence, where groups, teams or organisations are able to increase their capacity (Stamolampros, Korfiatis, Kourouthanassis and Symitsi, 2019: 496). Apart from personal attributes, the choice of a leader also relies on social and cultural influences, as well as experience. Dumphy and Stace (2016:3) define organisational change leadership as “*a process of leadership which promotes change in an organisation through an effective strategy and vision. In this era of rapidly changing business trends and increases in customer demands, the role of change leadership is more crucial as it is eagerly needed for organisations, which are well capable to predict the essential alterations and changes in advance and create required commitment, highly suitable for workers and teams to understand and adopt these changes successfully*”. This activity by leaders is critical for the efficiency of the organisation and its survival (Nishii and Paluch, 2018:313). This implies that change leaders need to embrace certain change leadership styles in order to advance strategically and successfully adapt to change. It is also obvious that the management of a business is determined by the capability of the leaders to defend the business’s welfare and to achieve similar objectives which demands active participation and team work of the organisation’s members (Beer, Ayres, Clower, Faller, Sancino and Sotarauta, 2019:171). By so doing, transformational leadership has a core function in nurturing an organisation and ensuring that teams work is vital to confront issues that arise.

Transformational leadership is vital in work settings where practices involve performances as clarifying objectives; interactions; taking reliable actions; caring and creating chances for growth. Transformational leaders can be nurtured as leaders who can connect with their members; define, select, and conduct a strategic operation; co-ordinate and design work schemes to encourage teamwork; and offer support (Robinson, 2020:103; Odumeru and Ifeanyi, 2013:355). The transformational leadership philosophy involves certain attributes that inspire workers to go beyond expectations (Robinson, 2020:103; Yin, Ma, Yu, Jia, and Liao, 2019:870; Odumeru and Ifeanyi, 2013:355). These first attribute can be traced in transformational leaders who progress, intelligently encourage, and stimulate workers towards a collective purpose, vision, or mission (Khan and Khan, 2019:101). The second attribute can be observed in leaders who logically stimulate their expectations and principles and those of their followers (Murphy and Anderson, 2020:237). The third attribute are noticed in leaders who display individual consideration in adapted responsiveness to each person's needs so that the inspiration to relate an idea with confidence and positive belief is achievable. Finally, the fourth attribute can be noted in leaders who easily influence others through their guiding principles and values support (Robinson, 2020:103; Odumeru and Ifeanyi, 2013:355)

By contrast, transactional leadership is a 'hands off' style of leadership (Rioveros, 2020:7734; Odumeru and Ifeanyi, 2013:335). Transactional leaders are not involved in decision making or deciding outcomes of productivity. They are also not responsible for acting when problems arise. However, they are solely responsible for taking corrective actions and addressing wrong actions taken by employees (Tembo, Hickey, Montenegro, Chandler, Nelso, Porter, Dikomitis, Chambers, Chimbari, Mumba and Beresford, 2021:372). Overall, transactional leadership results in fear and mistrust when managing employees, and this promotes a stressful environment, which is not conducive to change (Pirson, 2019:39; Bodla and Nawaz, 2010:208). The impact of change on employee resistance is greatly influenced by the change leadership style. This implies that there is a correlation between the acceptance of, or resistance to, change and the change leadership style practised.

4.2.1 Transformational vs transactional leadership styles

Ashaye and Nouf (2020:137) define transformational leadership as "one which focuses on the relationship between leaders and followers, and stimulates, motivates, and inspires people to achieve extraordinarily". This implies that transformational leaders are capable of solving issues of

resistance in the workplace. On the other hand, transactional leadership occurs when one person takes the initiative in contacting others for an exchange of valued things (Ainuaimi, Singh and Harney, 2021:78). This suggests that transactional leadership is dependent on the predetermined commitment of an individual in exchange for instrumental rewards and constant monitoring of performance (Abidakun, 2020:34; Odumeru and Ifeanyi, 2013:355; Bodla and Nawaz, 2010:210). By contrast, transformational leadership requires the practical actions a leader takes to ensure that the mutual welfare of both leader and followers is assured (Chiu, Lin and Ostroff, 2021:188; Bodla and Nawaz, 2010:208). Many scholars agree with the definitions offered by Burns (1978) and Bass (1990), which lay the foundation for other papers on transformational and transactional leadership. Scholars have posited more discrepancies between transactional and transformational leadership styles so that leaders can relate to each one differently (Caza, Caza and Posner, 2021:35; Chiu, Lin and Ostroff, 2021:189).

4.2.2 Transformational leadership in the context of change

Leadership is a vital element in any organisation. More importantly, every change management process needs successful change leadership. In this study, it is therefore necessary to integrate the literature on ‘change’ and ‘leadership’ in order to ascertain the significance of leadership to a change management process and also to emphasise those skills required for effective leadership and change (Men, Yue and Liu, 2020:109). There has been no suitable study assessing the relationship between change theories and leadership (Khattak, Zolin and Muhammad, 2020:224). This is a key gap addressed in the research work.

According to Ackoff (2014:450), transformational leadership is defined as “*a leadership style that formulates an inspiring vision, facilitates the vision, encourages short-term sacrifices and makes pursuing the vision a fulfilling venture*”. Transformational leadership theory represents a cornerstone in leadership research. Kim and Choi (2020:66) stated that: “*Transformational leadership theory has garnered substantial scholarly attention since its inception more than 40 years ago and continues to be one of the most actively researched leadership paradigms.*” Transformational leaders realise greater outcomes with the organisation’s members once there is awareness of what is expected from the workers; and workers, on the other hand, are also allowed to contribute to the organisation’s mission (Keifer, 2015:1333; Tucker and Russell, 2004:210). A transformational leader inspires creativity, which involves risk taking in order to

realise expectations. This implies that a transformational leader is generally dynamic, which paves the way for an encouraging work setting that motivates diverse personalities (Kaiser, 2017:110).

4.2.2.1 The effect of transformational leadership on employee resistance

According to Chou (2015:125), “*the function of a leader has an immediate impact on job satisfaction of people*”. Varshney (2020:51) added that, for adaptation to drastic environmental change, as with the Covid-19 pandemic, organisations can only be well positioned to orientate their employees to adapt effectively if there is room for transformational leadership. Changar and Atan (2021:1411) clarify that workers are content with their leaders displaying combined attributes of transformational and transactional operations. A research study by Sung and Kim (2021:2079) agrees with existing findings stating the strong link between a transformational leadership style and employee resistance to change. To this end, Huynh (2020:41) relates transformational leadership to improved working conditions for employees. The following components of transformational leadership style will be addressed relative to employee resistance to change:

4.2.2.1.1 Idealised influence and employee resistance

Changar and Atan (2021:1411) posit that a transformational leader places emphasis on improved morals and standards in order to attain the vision of the organisation. By means of idealised influence, organisational members sense the leader’s ethics and standards, which earn the leader profound admiration. The optimistic ambitions of effective leaders heighten their followers’ contentment (Gassemi, Papastamatelou and Unger, 2021:10). In other words, employees become confident in their leaders and become more dedicated and committed to achieving the vision of the organisation. Nji (2021:5168) highlights that idealised influence is identifiable in an energising working environment that makes room for empowering followers and ensuring that they are accountable. This was further supported by Liao, Lee, Johnson and Lin (2021:1185), whose interest was in making the world a better place by calling on organisations to serve the needs of their members, as well as the least privileged in society; which they deemed to be the best test of servant leadership

However, Koo and Lee (2021:7) noted that the consequence of idealised influence tends to occur between top- instead of middle-managers. This occurs in a scenario where the followers are restricted by managerial guidelines. This reduces their capacity to initiate creative ideas and further lessens their desire to achieve expected outcomes. Rasul, Rogger and Williams (2021:259) added

that the clarity of responsibility is very important in effectively producing idealised performances in employees. The implication of idealised influence as a component of transformational leadership is that it paves the way for employees to easily accept change.

4.2.2.1.2 Intellectual stimulation and employee resistance

Grill, Nielson, Grytnes, Pousette and Torner (2019:278) reinforced the application of transformational leadership to curb resistance among workers through intellectual stimulation. Mansaray (2019:18) further emphasised that organisations that wish to stimulate their employees to engage in effective change management ought to promote openness to innovation and discover exciting means of stimulating employees intellectually to facilitate creative means of handling problems that arise in the organisation. Transformational leaders deal with old-fashioned expectations by creating innovative work settings and ensuring that employees are aware of other employees' distinct creativity and intellects (Hillman and Baydoun, 2020:13). This is realised by addressing issues diversely in order to develop change readiness (Oosthuizen, 2019:17). This implies that, once employees are encouraged and stimulated positively, there are more tendencies for them to embrace change and the innovations that facilitate working from home; as well as the use of robotics at the workplace of the future.

4.2.2.1.3 Individualised consideration and employee resistance

Yue, Men and Ferguson (2019:101) agree that transformational leadership encourages, inspires and stimulates employees to effect positive changes. Transformational leadership is a favorable style that satisfies workers' requirements. Productive results of transformational leadership are aligned with the capacity of management and the distinct ambitions of followers (Novitasari, Asbari, Wijayanti, Hyun and Farhan, 2020:2953). Oduwusi (2018:6) asserts that embracing cultural differences should be part of the training for leaders and employees and ought to be a considered in organisational policies in order to reduce resistance tendencies and eradicate business challenges. This can only be possible by educating and mentoring followers in decision making, and by creating a friendly environment, ensuring that followers have a sense of belonging. Outcomes from the study indicated a strong relationship between transformational leadership and welfare. Workers tend to exceed normal expectations once convinced that they are appreciated by the organisation and their tasks will be acknowledged. The fulfillment is obtained from the understanding that requirements are being satisfied.

Murphy and Anderson (2020:237) added that organisations strive for innovative ideas to continually motivate their followers to improve effective performance by considering the individual. This improves follower fulfilment and involves routine counseling, guiding and handling different needs. This implies that a solid foundation is laid, allowing the followers opportunities to progress and self-actualise. However, this can only occur when leaders practise emotional intelligence when dealing with the personal requirements of followers and their role in the organisation (Mishra, Mishra and Singh 2019:3111). The aim of this process is to enable organisations to benefit from a transactional leadership method. The aim of task delegation is to cultivate self-development in workers through individual encounters and practices that develop intellects and a sense of accountability among followers. Followers are continually reminded that their specific requirements are not disregarded.

4.2.3 Transactional leadership in the context of change

A transactional leader can be regarded as one who pays attention to daily operational activities in the organisation to realise instant outcomes. Such leaders place more emphasis on task completion (Chen Li; and Leung, 2016:124). According to Changer and Atan (2021:1411), transactional leaders expect workers to submit to their expectations and meeting, or not meeting, these expectations results in organisational rewards or punishments. In other words, transactional leaders can be perceived as task-oriented persons who exploit their influence to control and demand submission from the members. This type of leader indirectly explains job requirements by means of related rewards or benefits for submission; or punishment for non-submission.

4.2.3.1 The effect of transactional leadership on employee resistance

The effect of transactional leadership on employee resistance is discussed by considering the attributes of transactional leadership discussed below.

4.2.3.1.1 Active management by exception and employee resistance

Iskan, Ersari and Natiyok (2014:881) assert that leaders act in certain ways to avoid possible concerns in the future. This normally results in criticism, and eventually non-compliance, from the workers. Results from a study led by Truninger, Ruderman, Clerkin, Fernandez and Cancro (2020:101) indicate that leadership based on deliberately identifying errors poses a grave risk to the attainment of independence. Control procedures employed by the management tend to reduce the

freedom of their followers. This further reduces the participation of the employees in the process of change, decision making and scheduling work, which invariably increases employee resistance, thereby affecting high-quality work performance (Arellano, Meuer and Netland, 2021:450). The next attribute to be discussed is the contingent reward.

4.2.3.1.2 Contingent rewards and employee resistance

Tardieu, Daly, Esteban-Lauzan, Hall and Miller (2020:281) noted that aligning employee expectations with the management's expectations, and providing the rewards expected by followers, improves job satisfaction. However, the inability to realise the expected objectives results in inefficiency and further discourages employees from achieving the expected goals (Kim and Beehr, 2020:2017). Kim and Beehr (2020:2017) further posit that employee resistance can still be triggered if leaders are not committed. The last feature is passive management by exception and its connection with employee resistance.

4.2.3.1.3 Passive management by exception and employee resistance

Leadership through passive management is identified by an additional response. Employees may obtain some level of independence and freedom in task operation. This precept concerns leadership interference when issues arise (Franken, Plimner and Malinen 2020:93). Furthermore, the fear of defeat would be inculcated in employees' imaginations due to the response of the leader, who only intercedes when their achievements do not meet expectations. This often results in negative consequences. Findings from studies by Bligh, Kohles and Yan (2018:118) indicate an adverse relationship between employees' resistance and passive management by exception. According to Chou (2015:126), predictable factors that result in change resistance and resentment are mostly initiated by relational connections between management and organisational members. The outcome is further emphasised if management is perceived by members as not helpful and unavailable when required, particularly in the early periods of problem recognition.

4.3 Conclusion

Gonsalves (2020:1058) notes that employees are generally more content once it is observed that leaders are interactive, pragmatic and dedicated. Employee resistance influences job performance and competence and reduces turnover. Current research studies show that successful leaders impart optimistic goals, leading to greater contentment amongst employees. Based on the above-gathered

perceptions of scholars, it can be deduced that the management styles impact on employee resistance to change. This implies that organisations should be cognisant of this when trying to implement or introduce a change process, in order to curb resistance to the change process among employees. The next chapter fully discusses, and critically examines the different theories of change leadership styles.

CHAPTER FIVE

CONCEPTUAL MODEL PROCESS AND FRAMEWORK

5.1 Introduction

This chapter discusses the process of a conceptualised change management model as suggested by a compilation of several authors involved in similar research studies. The conceptualised change model shows how vital managerial leadership styles impact a change procedure and its success. Research studies have proven that the leadership competencies of the leader lie at the heart of every successful change (Dailey, 2021:67; Chambers, Ryder and Kagan, 2017:14). Hence, this conceptualized model intends to integrate these leadership skills, or competencies, with existing ADKAR change management model, in order to create a collaborative and effective working environment for employees when there is a need to implement change.

5.2 Research background of change management leadership framework

Research studies have confirmed that, while change must be achieved, it is necessary to introduce an effective leadership system. An integrative ideal of leading change is suggested, reproducing mental, spiritual, expressive and interactive proportions and necessities (Smith, Kaur, Gach, Terveen, Kreitzer and O'Conner-Von, 2021:14; Buheji and Buhaid 2020:12). Change programmes are frequently unsuccessful due to inadequate management and inappropriate preparation, observation and control; inadequate resources and expertise; insufficient communication; and resistance to the scheme (Jan and Veronika, 2017:5). The implication is that good management is required. In addition, change efforts are a managerial function; and if they are mismanaged, result in a lack of enthusiasm and commitment (Reynders, Kumar and Found, 2020:1; Nxumalo, Goudge, Gilson and Eyles, 2018: 3). In brief, the motive for this suggestive conceptualised model process is to establish the appropriate leadership skills required for managing change effectively and efficiently. A well-managed change must be deliberate, structured, focused and controlled. This needs effective leadership if it is to be accomplished (Sachs, Schmidt, Mazzucato, Messner, Nakicenovic and Rockstrom, 2019:805).

5.3 Components of the conceptualised framework model

Various scholars have affirmed that positive attitudes are vital for realising organisational objectives and successful change programmes (Wang, 2019:3448; Stouten, Rousseau and De Cremer, 2018:752; Oluwaseun, 2018:181). In this regard, leadership has remained the most significant variable influencing the attitudinal element of organisational life. However, this implies that, without an effective leadership system for change management, the execution of a change process will be ineffective (Mitra, Gaur and Giacosa, 2019:1). The suggested conceptualised change management model addresses this. The process of this change management model is an improvised version of the Prosci (2006:11) change management model, referred to as the ADKAR model. The ADKAR model is the existing change management model and includes: Awareness of change; the Desire for change; Knowledge about change; the Ability to change; and the Reinforcement of change. However, the conceptualized model is incorporated from various literature studies on leadership in order to recommend an effective change management in the organisation. Similarly, bearing in mind that communication of change management is very important for effective change management, this conceptualised model also reflects the need for appropriate tools for communicating a change process (Neill, 2018:1). Figure 5.1 represents the constituents of the conceptualised change management model which guarantee that three (3) major aspects are tackled properly to achieve a successful change management process.

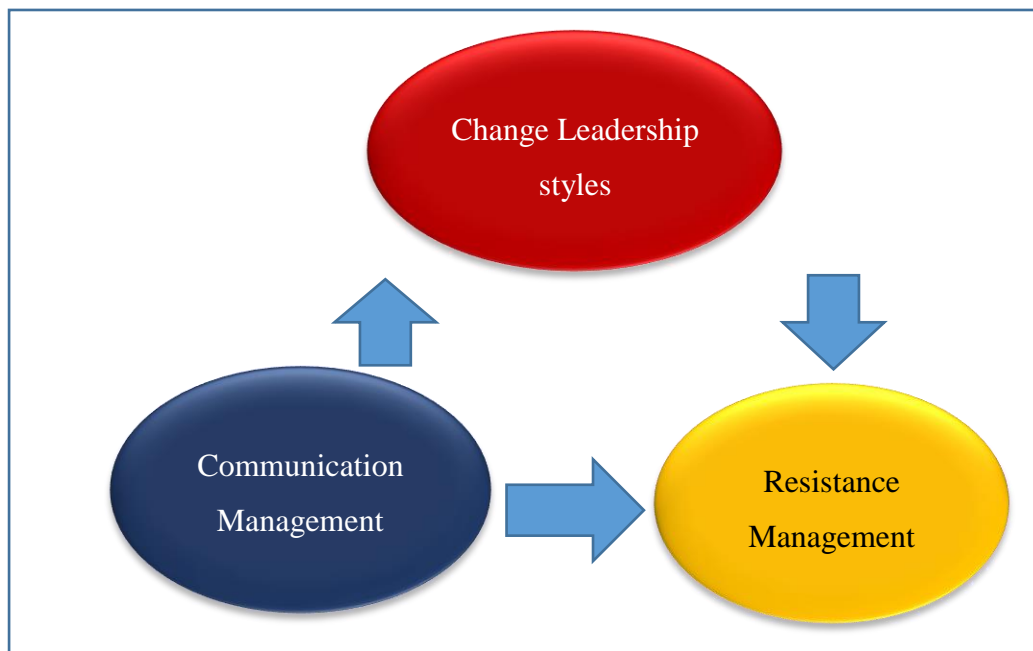


Figure 5. 1 Components of the conceptualised leadership framework model

Adapted from: Wang, 2019:3448; Stouten, Rousseau and De Cremer, 2018:752; Oluwaseun, 2018:181

These three aspects include:

- Change Leadership Styles which involves the democratic, innovative, charismatic, transformational, visionary and autocratic otherwise also viewed in their varying dimensions which comprise of: Intellectual stimulation, Idealised influence, inspirational motivation, individualized consideration, and active management by exception and passive management by exception (Oluwaseun, 2018:181).
- Resistance management components which include cognitive rigidity, stimulation avoidance, short term focus (Al-Ghamdi, Kazmi, Sohail and Aldhafeeri, 2020:88).
These dimensions are influenced positively by the various phases of the ADKAR model if followed appropriately for effective change management (Prosci, 2006:11; Hiatt, 2008).
- Communication management also comprising of the structure and channel of efficiency employs tools of communication to manage the change management process at each phase (Stouten, Rousseau and De Cremer, 2018:752).

5.4 The existing change model: The adkar model

The ADKAR model was originally employed as a mechanism to guide change management (Hiatt, 2006:1). For instance, communications and training produced the desired results during organisational change and these two measures are embedded in the ADKAR change model as a means of curbing resistance to change. This model is intended as a training tool to assist employees through a change process. The ADKAR model can be used to:

- identify employee resistance to change;
- establish an effective achievement plan for personal and professional progression in the course of a change process; and
- cultivate a change management strategy for employees.

The ADKAR model recognises steps for a successful change process and further then leaders through the stages required for an effective change process (Hiatt, 2006; Houben, Caekebeke, van den Hoogen, Ringenier, Tobias, Jonquiere, Sleenckx, Velkers, Stegman, Dewulf and Postma 2020:309). Figure 5.2, below, shows the features of the ADKAR model as they relate to organisational change procedures. The components on the left side are the enablers while components on the right side are referred to as the catalysts. The model is goal-oriented.

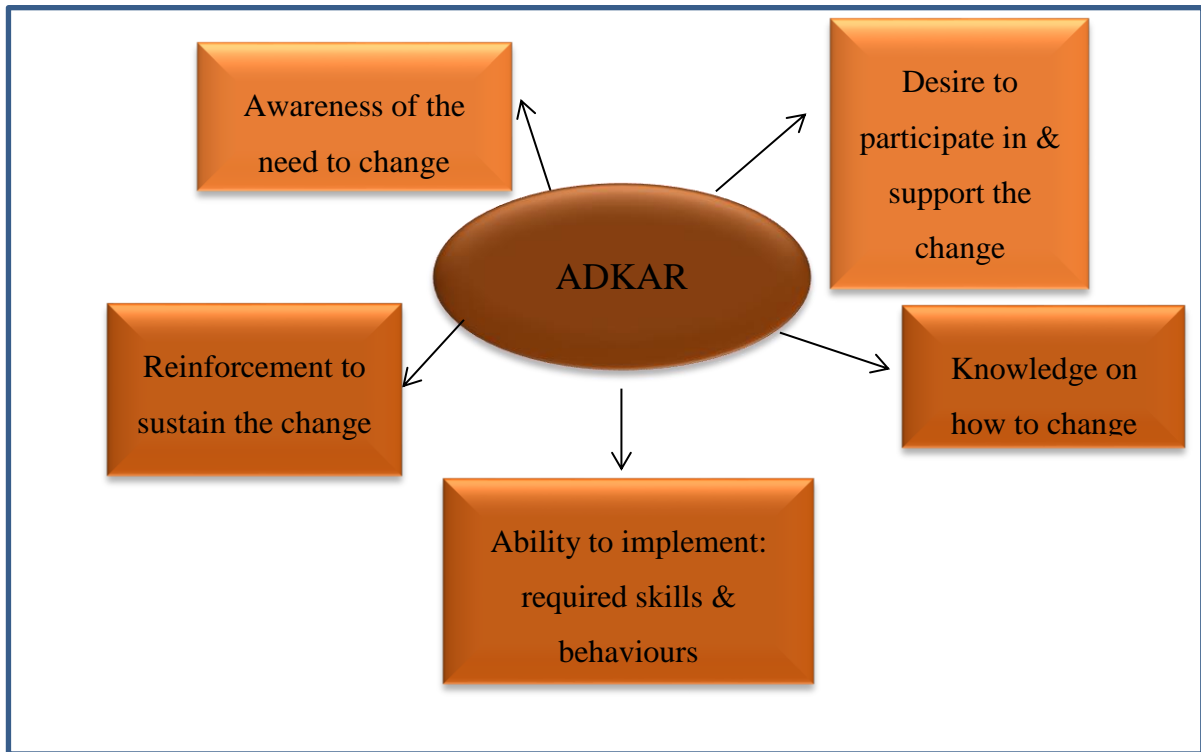


Figure 5. 2 ADKAR Model mapped to enablers and management activities.

(Source: Jeff Hiatt, 2006:1; Houben, Caekebeke, van den Hoogen, Ringenier, Tobias, Jonquiere, Sleenckx, Velkers, Stegman, Dewulf and Postma, 2020:309)

For further insight and clarity, the ADKAR model can be presented in a tabulated format indicating the order of steps needed to be followed accordingly and expected results from each step. This is presented in Table 5.1 below.

Table 5. 1: Tabulated representation of the adkar model: Steps to follow for an effective change management process

(Source: Jeff Hiatt, 2006:1; Houben, Caekebeke, van den Hoogen, Ringenier, Tobias, Jonquiere, Sleenckx, Velkers, Stegman, Dewulf and Postma 2020:309)

A	Awareness of the need for change	<ul style="list-style-type: none"> -Communication management. -Customer input -Market place changes -Ready access to information
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D	Desire to participate in and support the change	<ul style="list-style-type: none"> -Fear of job loss -Discontent with the current state -Enhanced job security -Career advancement -Affiliation and sense of belonging -Acquisition of power or position -Incentive or compensation -Trust and respect for leadership -Hope in future state
K	Knowledge on how to change	<ul style="list-style-type: none"> -Training and education -Information access -Examples and role models
A	Ability to implement required skills and behaviours	<ul style="list-style-type: none"> -Practise applying new skills -Coaching -Mentoring -Removal of barriers
R	Reinforcement to sustain the change	<ul style="list-style-type: none"> -Incentives and rewards -Compensation changes -Celebrations

Table 5.1, above, indicates the necessary steps to be followed with the ADKAR model in order to realise an effective change process. Discussions on this model indicated that mid-level managers frequently look up to the CEO, with the expectation that an explanation for the change management rests with the administrative head of the organisation. Further studies have defined a leader's responsibility to overcome resistance from employees (Laurer, 2021:11; Rehouma, 2020:33). According to Sheehnan, Garavan and Morley (2020:399), transformational leaders reframe employees' view of change to a prospect rather than as a risk. It was further postulated that leaders must be able to successfully manage emotions.

5.5 CONCEPTUAL FRAMEWORK MODEL

The framework of the study is broadly categorised into the three major variables which have further subdivisions. The study will focus on the theories that support these concepts in the literature review, which are Chapters Three, Four and Five. The theories related to these concepts are reduced to components that form the basis of the questionnaire construction.

5.5.1 Process involved in the conceptualised change management leadership model development

The conceptualized model includes leadership skills and competencies; resistance management strategies; and finally, communication tools used to ensure that change management is implemented effectively. This is presented as a diagram in Figure 5.2 below.

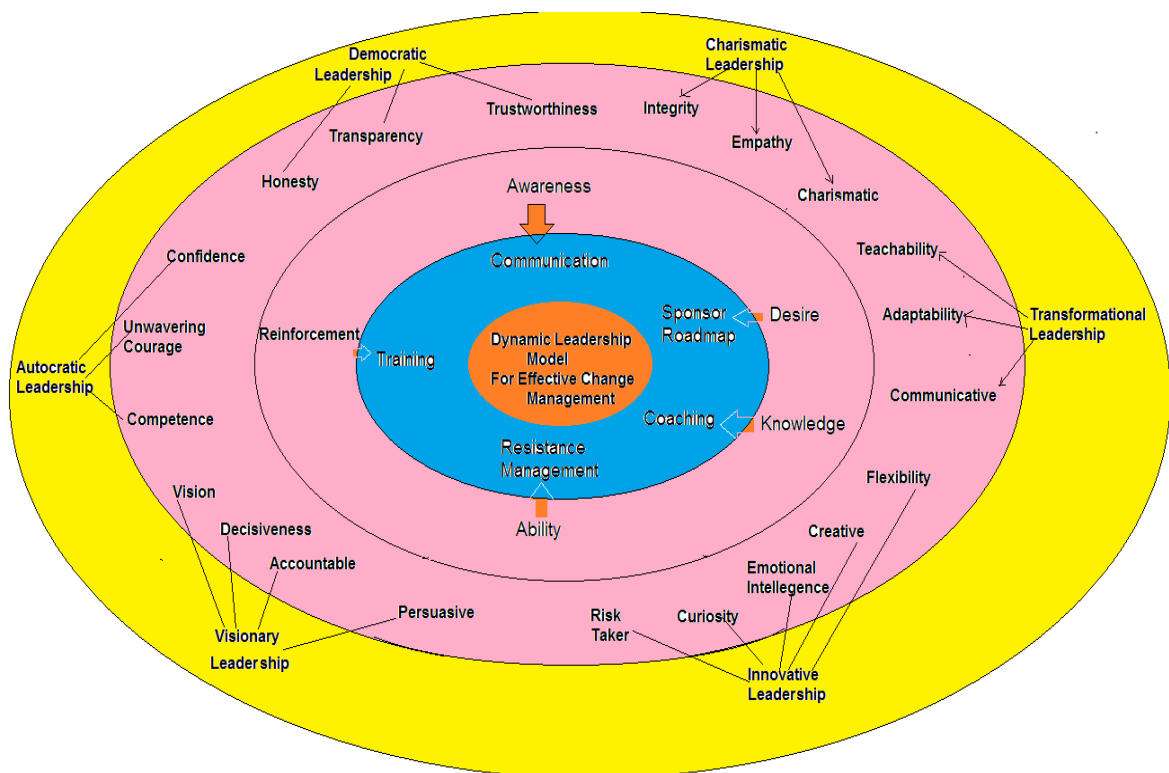


Figure 5.3 Process involved with the conceptual change management leadership model

(Generated from adapted sources: Riggio, 2020:1296; Wang, 2019:3448Prosci, 2006)

In Figure 5.3, above, the first outer hub shows the essential change leadership styles or skills as indicated by several authors which include: Transformational, Innovative, Visionary, Autocratic,

Democratic and Charismatic leadership styles (Lumbers, 2018:554). These change leadership styles or skills also play the same roles as the change leadership dimensions which are focused on this study. The second hub displays the managerial competencies interconnected with the aforementioned leadership styles. These leadership styles and competencies work hand-in-hand to effectively implement change management.

5.5.1.1 **The first and second layers/hubs:**

The first and outer layer comprises the following leadership styles: **Transformational, Innovative, Visionary, Autocratic, Democratic and Charismatic**. According to Wang (2019:3448) and Oluwaseun (2018:181), these mentioned leadership styles also play the same roles and could be represented by **Idealised Influence, Individualised consideration, Inspirational motivation, Intellectual motivation, Active management by exception and passive management by exception**. The **Democratic leadership style** is aligned with **individualized consideration** leadership style dimension which interconnects with certain managerial competencies, as shown in the second hub. In other words, the **Democratic leadership style** (Individualised consideration) displays honesty, transparency and trustworthiness (Murari, 2021: 3612).

The **Charismatic leadership style** aligned with **indealised influence** leadership style dimension exhibits integrity, empathy and charismatic managerial competencies (Deliu, 2019:280). **Transformational leadership style** which aligns with **inspirational motivation, idealised influence, intellectual motivation and inspirational stimulation** leadership style dimension comprises teachability, adaptability and communicative managerial competencies (Ly, 2020: 1; Turgeon, 2019:17.). The **innovative leadership style** aligns with **intellectual simulation** leadership style dimension and embraces risk-taking, curiosity, emotional intelligence, creativity and flexibility as its managerial competencies (Seyedsafi, 2017:111). The **Visionary leadership style** aligns with the **Passive management by exception** leadership style dimension and involves being visionary, decisive, persuasive and accountable among its managerial competencies (Mansaray, 2019:18). Finally, the **Autocratic leadership style** which aligns with **active management by exception** leadership style dimension is characterised by confidence, unwavering courage and competence as its managerial competencies (Mansaray, 2019, 18; Frazier, 2018: 123).

5.5.1.2 The third hub/ layer:

The third hub or layer consists of the phases in change management implementation. These stages consist of awareness of the change; the desire to change; knowledge about the change; the ability to change, and finally, the reinforcement of the change (Stouten, Rousseau, and De Cremer, 2018:752).

5.5.1.3 The Fourth hub/ layer:

The fourth hub consists of change management tools that the leaders or management of the organisations utilise to ensure that, by employing the leadership skills and competencies, they can implement all the stages in the change management (Mansaray, 2019:19). These change management tools include communicating; sponsoring the road map; coaching, resistance management; and reinforcement (Coban, Ozdemir and Pisapia, 2019:129).

5.5.1.4 The fifth hub/ layer:

The fifth and smallest hub in the change management framework comprises the final outcome for the change management leadership model. The purpose of the change management leadership model is to ensure that these change management phases work in alignment with the leadership styles and competencies by employing established change management tools to guide workers in the change process (Galli, 2018:124). Aligning these change leadership styles with the competencies, management phases and tools should ensure that change management implementation is more successful and effective (Mansaray, 2019:20; Galli, 2018:124).

5.5.2 ChangeLeadership Styles based on the Conceptual Model

Studies confirm that change leadership management (transformational and transactional leadership style of management) has developed over time, converging other change leadership styles with useful managerial competencies for effective change management. Each of these leadership styles has developed separately, to provide distinct dimensions and sets of requirements for effective leadership (Gandolfi and Stone, 2017:18). Since change leadership management is the act of relating leadership skills to a management position. The best way to thrive in leadership management is to improve the required communication and leadership skills essential for organisational success and this involves responsive sessions with workers (Seijts and Gandz 2018:239).

5.5.2.1 Democratic leadership style (Individualised consideration)

Democratic leaders pave way for leaders who encourage group discussions and consider decision-making through a consensus. Democratic leaders are recognised for honesty, transparency and trustworthiness. These leaders make final decisions based on the consideration of group members just as noticed with the individualised consideration change leadership style dimension (Gandolfi and Stone, 2017:18). According to Kaiser (2017:110), these leaders are democratic because they create an environment that makes members feel included, which promotes teamwork and creativity. Research reports that this style of leadership is very effective in curbing resistance to change amongst staff and eradicates any form of mistrust and resentment staff might have against their leaders or management (Morris, 2019:112; Watts, 2018:98).

5.5.2.2 Charismatic leadership style (Individualised influence)

A charismatic leader is recognised for evaluating his-or-her resource environment and the goals of the organisation to determine appropriate strategies, which should be communicated to subordinates. Charismatic leaders identify with integrity, empathy and charisma and are usually emotionally intelligent leaders in nature exhibiting self-control, power, or authority, and the ability to handle interpersonal relationships (Baesu 2019:73). This implies that charismatic leadership skills are important for recognising and stimulating common values that support the quest for effective change management with the precise tactics to empower and inspire people (Mansaray, 2019:18). Such leaders are good at winning the hearts of people. This leadership style dimension is a description of idealised influence, which is a component of the transformational leadership style (Malik, Javed and Hassan, 2017:147).

5.5.2.3 Transformational leadership style (IS)

A transformational leader is believed to be essential during change due to the capability of inspiring followers to support the leader's chosen direction. They are easily identified with teachability, adaptability, and communicative tendencies (Abouraira and Othman 2017:404). Research has confirmed the positive relationship between transformational leadership and employee commitment to the organisation (Eliyana and Ma'arif 2019:144; Malik, Jved and Hassan, 2017:148; Abouraira and Othman 2017:404). This implies that leaders involved in such performances tend to portray a vivid and bright future, but are more universal and tactical than the vision related to a change (Deschamps and Mattijs, 2018:469). The transformational leadership style has four

leadership dimensions but more aligned to inspirational stimulation (Abouraira and Othman 2017:404).

5.5.2.4 Visionary leadership style (PME)

Watts, Steele and Mumford (2019:243) mention that “one critical activity involved in leadership is vision and activating the strength of followers, which involves constructing and communicating a future state that guides followers in making sense of complex organisational events”. The visionary leadership style is identified with vision, decisiveness, accountability and persuasiveness which develop the followers’ mindset as they are granted opportunities to identify situations based on the leader’s vision and capabilities precisely (Luo, Li, Choi and Du, 2020:1). Ma, Rong, Mangalagiu, Thornton and Zhu (2018:942) defines the visionary leadership style as “the starting point for any transactional process toward sustainability”. This also implies that every transactional process demands sustainability, which can only be possible when the leader or manager considers the passive management by exception change leadership dimension through which employees gain confidence towards achieving the visions of the organization (Patiar and Wang, 2020:29).

Effective leadership requires the logical or mental capabilities to recognise and comprehend facts and to consider opportunities without being judgmental (Knights, 2018:66). It also requires the skillful problem-solving and being sensitive to the needs of others when making decisions. Such capabilities amount to a clearer vision and mission. This leadership style dimension is connected to a constituent of the transactional leadership style which is the passive management by exception leadership style (Hagemann and Kluge, 2017:1730).

5.5.2.5 Innovative leadership style (IM)

According to Johnson (2021:11), “innovative leadership is identified with risk taking, curiosity, emotional intelligence, creativity and flexibility and this involves a state of mind and not a position”. He further highlights that a leader may have some dreams and ideas like other people, but can also turn these dreams and ideas into reality. In other words, every organisation must ensure that this leadership style is practised in the organisation so as to effectively address changing situations. An innovative leader aligns people intellectually to the organisation and this is related to organisational growth and success which is in alignment with the intellectual motivation change leadership dimension (Black and Venture 2017:24).

5.5.2.6 **Autocratic leadership style (Active Management by Exception)**

Smith, Minor and Brashen (2018:80) state that an autocratic leadership style is identified with confidence, unwavering courage and competence which is vital for numerous workplace environments experiencing a change process. This style is essential within organisations and companies that demand error-free outcomes and best describes the active management by exception change leadership style dimension (Martinez- Corcoles, 2018:237).

5.5.3 **Resistance management based on the conceptual model**

Resistance management is referred to as the act of dealing with resistance by applying several strategies as indicated in Figure 5.5 below:

- **Awareness:** Managers can create awareness for change and contest resistance by offering employees through a sponsor road map through incentives so as to curb resistance to change (Hiatt, 2006; Strandberg, 2009:2)
- **Desire:** One of the best ways to overcome resistance to change is to cause employees to desire change by negotiating with them about the change effort beforehand (Patel and Poston, 2021:1). This strategy helps to create desire and support for change (Cann, 2021:153).
- **Knowledge and Ability:** This strategy helps to create knowledge of how to change by coaching employees and getting them to participate actively get involved with the change process (Purwanto and Prasetya, 2021:73). Up-front communication or education helps employees to see the logic in the change effort (Rizvi, Begel and Annabi, 2021:134)
- **Reinforcement:** Employees engaged in the change activities are more likely to embrace change rather than resist it if leaders are intentional about reinforcing the change process through consistent training and maintenance (Gosling and Grodecki, 2020:245; Landoll, Cervero, Quinlan and Maggio, 2020:174; Prosci, 2008).

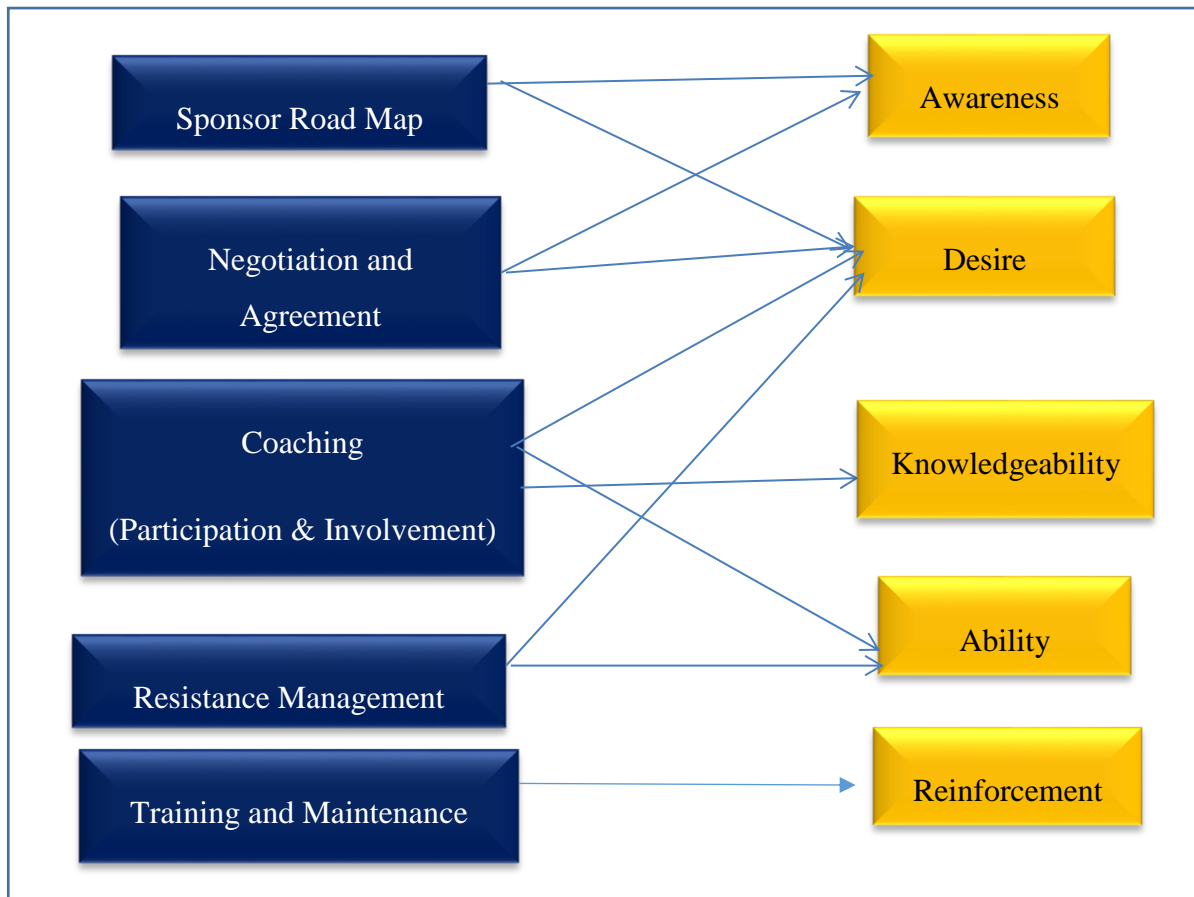


Figure 5. 4 Integration of resistance management strategies and communication tools

(Source: Adapted from ADKAR Model, Prosci (2008))

Figure 5.4, above, illustrates the entwined relationship between resistance management and the essential tools for communicating change at each stage of the change management process.

This implies that for the change management process to be effective, there is a need to consider the appropriate communication tools and resistance management strategies. Exercising the appropriate leadership skills should ensure that communication of the change process is managed properly to avoid resistance from staff (Kamal, Zhang and Akbar, 2020:265).

5.5.4 Communication management based on the conceptual model

Communication with the workforce must be constantly undertaken in every organisation. Communication and response are crucial in a successful work setting as they help employees learn (Guzzo, Wang, Madera and Abbot, 2021:102778). They create opportunities for professional and personal development, boost morale and loyalty, and provide an insight into how one's business is

running (Page, Boysen and Arya, 2019:28; Yue, Men and Ferguson, 2019:101799). Appropriate communication skills involve having a peaceful negotiation with employees and persuading them positively. This should be done preferably face-to-face as so much information is lost with other means of communication (Low, 2020:357). Also, mastery experience can be communicated to employees by organising meetings regularly (Yue, Men and Ferguson, 2019:101799).

Figure 5.6 below, describes the ideal framework for communication management. Emphasis is placed on the appropriate leadership style to adopt for each phase in the change management process; it is important to ensure that change is communicated effectively.

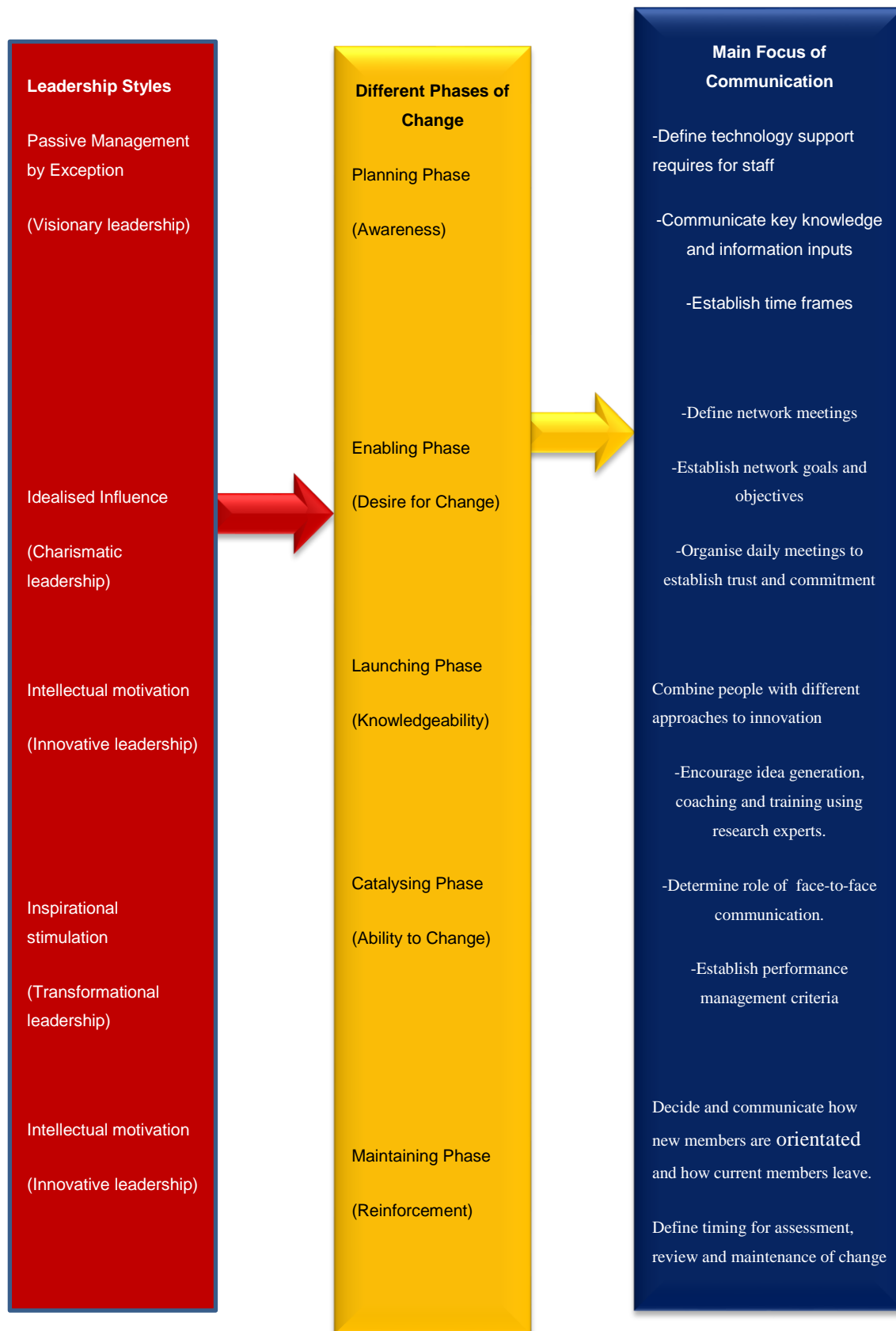


Figure 5. 5 Communication management frameworks
 (Adapted fromYue, Men and Ferguson, 2019:101799).

5.5.5 Transitional process of the conceptual model

The transitional process of the conceptual model as depicted in Figure 5.7, entails the inter-relationship between the management of leadership skills, effective modes of communicating, and resistance management strategies. The transitional process of the model eventually leads to an anticipated outcome (Yue, Men and Ferguson, 2019:101799). The dynamic change management model comprises four basic, contemporary change leadership styles: visionary; charismatic; innovative; and transformative. Visionary leadership skill is required to communicate a road map regarding the change process while charismatic leadership skills ensure that employees are motivated and have a desire for change. The innovative leadership skill is essential for coaching employees, while transformational leadership skills focus on reinforcing the change and ensuring that all staff is involved (Page, Boysen and Arya, 2019:28).`

Overall, change management models are grouped into two classifications to approach change and this focuses on individual level or people level in every organization. However, the transitional process of this conceptual model focuses on establishing effective flow of a change process based on all the identified critics or shortcomings considered by authors of other change leadership models existing. For instance, the previous existing model (ADKAR) has been identified to focus on resistance and communication skills. However, recent authors have considered the concept of initiating the leadership skills (visionary, transformational, charismatic, democratic, autocratic) into the change management models to ensure more effective transition of the change process (Yue, Men and Ferguson, 2019:101799).

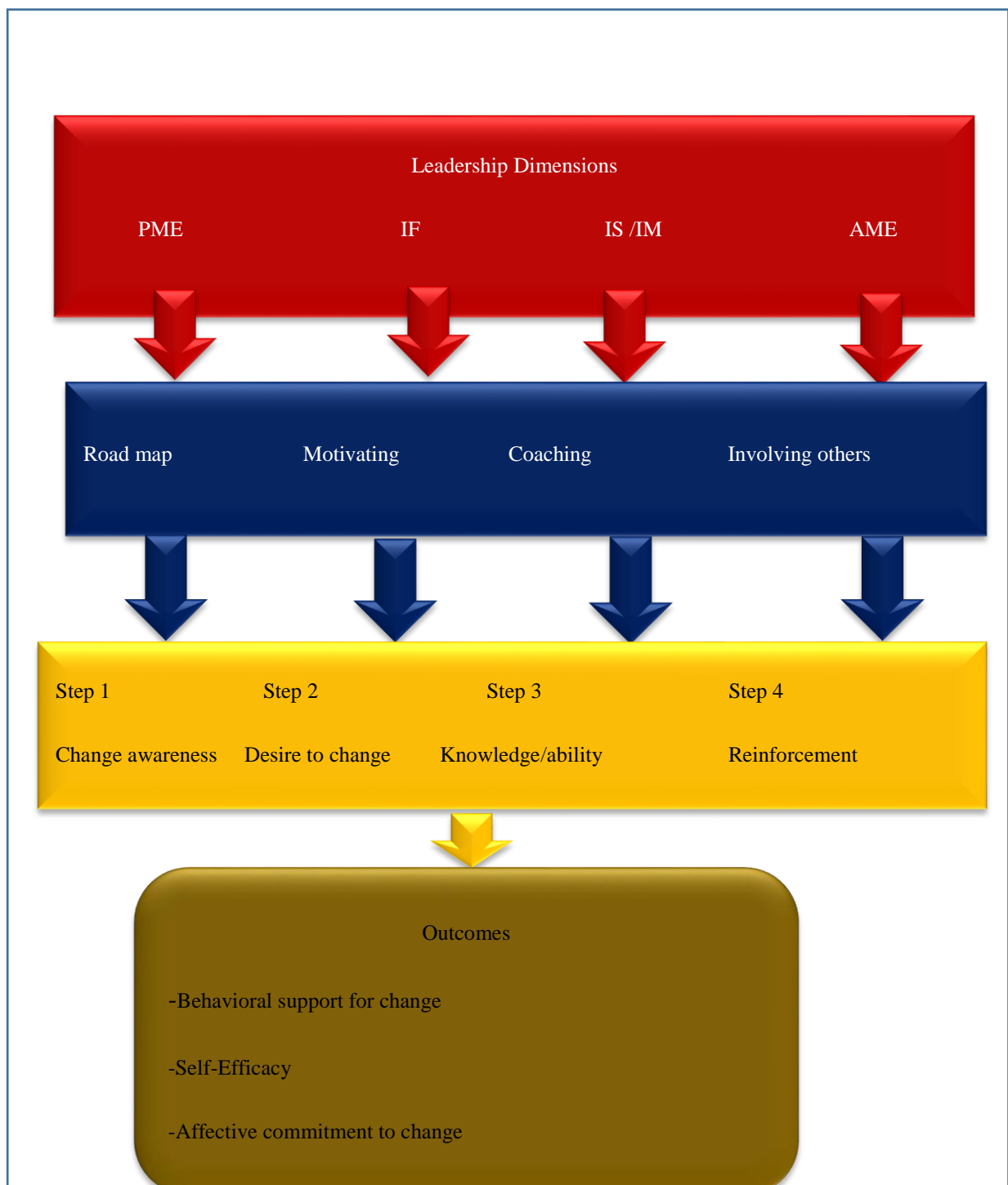


Figure 5. 6 Transitional process of the dynamic change management mode
 (Adapted from Yue, Men and Ferguson, 2019:101799; Wang, 2019)

Figure 5.6 shows the transitional process by merging these suggested change leadership dimensions also representing the change leadership styles (visionary, transformational, charismatic and autocratic) with the ADKAR model to facilitate communication of change and reduce resistance to change. This will be discussed in detail in the final chapter of the study.

The first step in the change process concerns awareness of the change process. This stage can only be accomplished if the management or leader has visionary competencies and guides the followers in attaining decisiveness, accountability, persuasiveness, and timeliness. The second step in the change process is a desire for change. This stage of the change process requires management with idealised influence competencies which include empathy, integrity, trustworthiness, transparency, and honesty. The third step in the change process concerns the knowledgeability of the change process. Management or leaders of the organisation must be innovative, intellectual and able to inspire leaders who can easily adjust to changing situations. Such leaders ought to be risk-takers, creative, curious, flexible, and emotionally intelligent.

The fourth step in the change process refers to the employee's ability to change. This ability to change can be accomplished if the workers are well-coached and trained. Innovative and intellectual leadership skills are required to successfully manage this phase of the change process. Such leaders ought to possess confidence, competence, unwavering courage, and expertise. The fifth and final stage of the change process refers to reinforcement of the change process. This stage requires active leadership skills on the part of the leader and it is essential that such leaders have expertise in teaching, adapting and communicating (Yue, Men and Ferguson, 2019:101799; Wang, 2019).

In conclusion, the anticipated outcomes from the successful management of this change process include behavioural support for change, self-efficacy and affective commitment to change on the part of the workers as suggested from the scholars of these research studies.

5.5.6 Anticipated outcomes of the conceptual model

The anticipated outcomes of the dynamic change management model include the following:

- promoting behavioural support
- encouraging self-efficacy
- promotes affective commitment

5.5.6.1 **Promotion of behavioural support**

Behavioural support for change refers to behaviours that are consistent with the goals of change (Abamecha, Sudhakar, Abede, Kebede, Alemayehu and Birhanu, 2021:8). The three kinds of behaviour that support change are compliance, co-operation, and championing:

- Compliance refers to employee willingness to do what is required by them.
- Co-operation refers to an employee's acceptance of the 'spirit to change' and to do all that it takes to make it work.
- Championing refers to an employee's willingness to embrace the change and 'sell' it to others.

The anticipation of the conceptual model is to promote behavioural support if the leaders have an idealised influence (charismatic leadership) on the employees which creates awareness on the need for change and a desire by employees to support change (Puni, Hiilton and Quao, 2020:154). It will consequently also result in a natural tendency for employees to embrace organisational change rather than resist it (Peng, Wang, and Lin, 2021:369). In other words, an employee's supportive behaviour is a condition *sine qua non* for a successful planned change, since employee attitudes to change can impact their acceptance and support of the change (Ali and Anwar 2021:361).

5.5.6.2 **Encouragment of self-efficacy**

Self-efficacy is defined as an employee's ability to mobilise the motivation, cognitive resources and other courses of action needed to exercise control over events in their lives (Rehman, Javed, Shiekh and Asad, 2021:117). Therefore, self-efficacy describes the extent to which an individual believes in him- or herself to actively perform a task. This can be achieved if the leaders have innovative and visionary skills to communicate the knowledge of how to change and the ability to implement the required skills (Supratman, Entang and Tukiran, 2021:17). Organisational leaders ought to pass these skills onto their employees through coaching, training, mentoring, and acting as exemplary figures (Abamecha, Sudhakar, Abede, Kebede, Alemayehu and Birhanu, 2021:12).

5.5.6.3 **Promotion of affective commitment**

Individuals with strong affective commitment to organisational change might show a strong willingness to go above and beyond the call of duty to make things work more effectively (Ali and Anwar, 2021:361). This implies that those who buy into change and want to make an effort to

ensure its success should be willing to do more than is required of them, even if it involves personal sacrifices.

The dynamic change model considers that organisational leaders ought to be creative and transformative since a transformative leader can reinforce the change management process. However, such reinforcement can only be accomplished by providing positive incentives and rewards; compensation; celebration, and personal recognition of employees who are adjusting well to the change process (Grant and Shandell, 2021:73). The conceptualised change model is appropriate for organisational success, especially with the challenges posed by the COVID-19 pandemic, which has affected workers' emotional and psychological reactions to change (Reehman, Javed, Shiekh and Asad, 2021:117).

5.6 Conclusion

This chapter discusses the proposed change management model. The proposed framework for effective change management was discussed, describing the change management components of leadership management, communication management and resistance management.

Further emphasis was placed on the dynamic change management model and its anticipated outcomes. The dynamic change model aims to ensure that change is managed effectively and that employee resistance to change is curbed or eliminated.

CHAPTER SIX

RESEARCH METHODOLOGY

6.1 Introduction

The chapter describes the research design; the population; the sampling methods; the data collection; the pilot study; demographic information; factor analysis; data analysis and the data trustworthiness of the qualitative phase as well as the qualitative analysis by use of Nvivo software. The reliability testing of the quantitative phase was also carried out and inferential statistics are used to discuss the revised scales and hypotheses of the study. Quantitative and qualitative data were collected to gain an insight into the perceptions of employee resistance with varying leadership styles and dimensions.

6.2 Objectives of the study

The general objective of the study was to investigate the relationship between change leadership styles and employee resistance. The following sub-objectives are listed below:

- to identify the perceptions of respondents regarding change leadership styles at selected automobile dealership companies in DMR, KwaZulu-Natal;
- to identify the perceptions of respondents regarding communication adequacy at selected automobile dealership companies in DMR, KwaZulu-Natal;
- to identify the perceptions of employees regarding resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal;
- to identify the influence of the demographic variables/ factors on employees' resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal;
- to identify the influence of communication adequacy on employees' resistance to change at the selected automobile dealership companies in DMR, KwaZulu-Natal;
- to identify the influence of change management leadership on employees' resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal;
- to develop and suggest appropriate change management models which bridges the gaps in the existing change models used in DMR, KwaZulu-Natal; and
- to make a recommendation on how to curb employees' resistance to change at the selected automobile dealership companies in DMR, KwaZulu-Natal.

6.3 The research paradigm

According to Kovach (2017:214), “A *paradigm is defined here as the confluence of theory, method, and practice, all of which are essential to properly designed storytelling research methods.*” A paradigm involves ethics, epistemology, ontology and methods (Pryce, 2021:203). He further advises that any scholar’s paradigm is inclined to ontology and epistemology. Thomas, Lubarsky, Varpio, Durning and Young (2020:989) further defines the term ontology as “*the study of being, that is the nature of existence. While ontology embodies understanding what is, epistemology tries to understand what it means to know. Epistemology provides a philosophical background for deciding what kinds of knowledge are legitimate and adequate*”.

Other scholars recommend that every researcher must have a comprehensive understanding of diverse epistemological viewpoints – counting on their fundamental expectations (Bannister-Tyrrel and Meiqari, 2020:27; Thomas, Lurbasky, Varpio, Durning and Young, 2020:989; Perez and Saavedra, 2017:5). Knowledge offers researchers a choice, and responsibility: of being neutral or displaying their true character. Knowledge of research philosophy assists the researcher in identifying which design and which techniques are appropriate (Levitt, 2021:95). Each research paradigm comes with its standard for evaluating the quality of the research. Finally, the expectations of the techniques used must be completely understood.

Figure 6.1 shows the relationship between epistemology (objectivism, constructivism and subjectivism), theoretical perspective (positivism, critical inquiry, interpretivism and phenomenology), methodology used (survey research and phenomenology) and research analysis (statistical analysis, questionnaires, interviews, thematic and Nvivo analysis). The author subjects these sub-categories into phases in the diagram for clarity of investigation made.

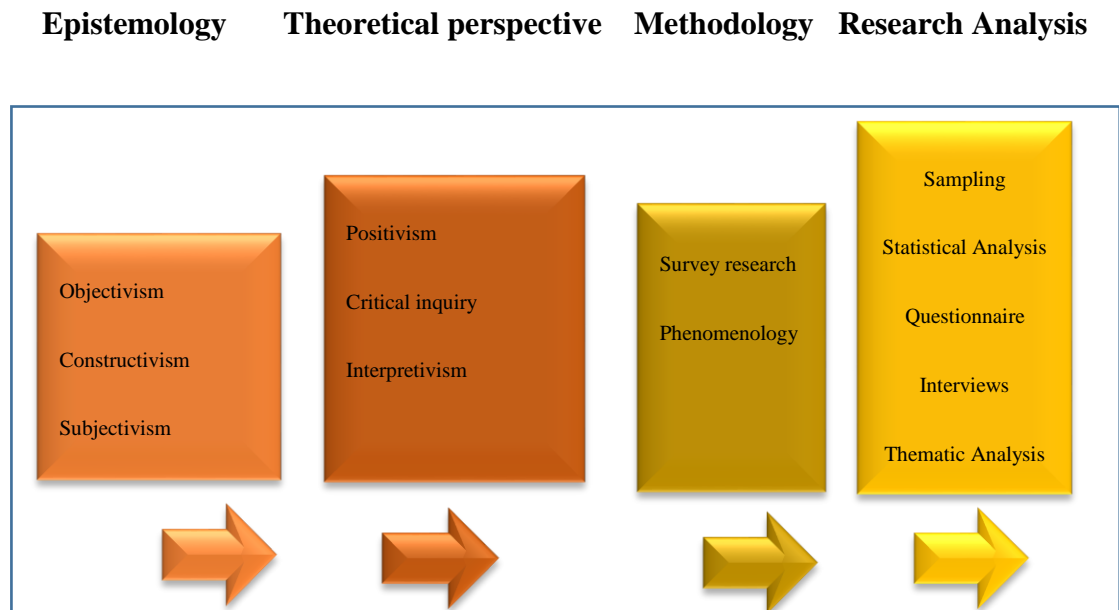


Figure 6. 1 Relationship between epistemology, theoretical perspectives, methodology and research analysis.
 (Source: Adapted from Ataro, 2020:19).

The study was conducted by the author who has endeavoured to determine the truth and is knowledgeable about change leadership theory and its practice, as well as the proposed change leadership dimensions. This realism was followed in the quantitative phase of the study which used a positivist approach. The researcher attempted to recognise people's insights, perceptions, and comprehension of a situation.

6.4 Research methods

Research methods influences how data on a particular phenomenon is gathered and indicates which research strategy is to be employed in both quantitative and qualitative research. It entails the gathering of data that can be measured to uncover the relationship between theory and the deductive research (Park, Konge and Artino, 2020:690). The basic research methods in research are as follows:

- The quantitative research: This is positivist in nature and requires fair measurement with standard instruments Giraldo (2020:189). Positivist researchers are meticulous, employing unique, classic instruments which play an unbiased role in not influencing those involved in the study (Morelock and Sullivan, 2021:1).
- The qualitative research: This employs an exploratory or phenomenal means of gathering information (Park, Konge and Artino, 2020:690)

- The mixed method research: This involves a combination of the quantitative and qualitative phase of research methodology.

For the purpose of this study, the mixed method was employed and by so doing, the fundamental concepts agree with the theoretical proposals presented. The quantitative research methodology used for the investigation was a survey; while the use of questionnaires served as a tool for data collection. The qualitative aspect of the study was conducted by means of interviews which were thematized for analysis purpose with the support of the Nvivo software.

6.4.1 The Difference between qualitative and quantitative methodologies

Purssell and McCrae (2020:113) state that mixed-method designs contain both quantitative and qualitative approaches. Some scholars are now describing the mixed-methods approach as a third methodological approach (Harrison, Reilly and Cresswell, 2020:473; Ghiara, 2020:11; Taguchi, 2018:23). Table 6.1, below, tabulates the differences between the quantitative and qualitative methods stating the contents of both based on their epistemological positions, relationships between the research and participants/ respondents, research focus, conceptual theories and nature of data.

Table 6. 1: The difference between qualitative methods and quantitative methods

Source (Wang and Eastwick, 2020:156; Gray, 2009: 200)

Subjects	Quantitative methods	Qualitative methods
Epistemological positions		Constructivist
Relationship between researcher and subject	Distant / outsider	Close /insider
Research focus	'Facts'	Meanings
Relationship between theory/concepts and research	Deductions / confirmation	Induction / emergent
The nature of data	Nomothetic, data based on numbers	Ideographic, data based on texts

6.4.2 Qualitative phase of the study (Phenomenological research)

According to Bakir, Mansour, Kamel, Moustafa and Khalil (2020:105), phenomenological research relies on extended interviews and discussions (approximately one-to-two hours) with a carefully designated section of participants. The classic sample size is from five to 25 individuals, all of whom must have had an uninterrupted understanding of the situation or occurrence being studied (Braun and Clarke, 2020:201).

In this study, the term ‘situation’ refers to the application of a proposed change leadership model after a study of the change leadership theories and practices. In-depth interviews that lasted approximately 45 minutes were held with 28 participants (managers of the selected companies) who were identified through the study’s sampling strategy. The aim was to elicit the respondents’ perceptions, perspectives, and understanding of what contributes to successful change management leadership interventions; and what hinders them. What are the challenges encountered regarding communication strategies and change management commitments, how can these challenges be dealt with? Questions posed during these interviews are contained in the qualitative questionnaire in Appendix 4. Phenomenology helped the author to relate these open-ended questions with the items in the questionnaire to triangulate findings.

6.4.3 Quantitative phase of the study (Positivist research)

According to Rakhshani and Furr (2021:50), a survey enables the researcher to examine the background meticulously. The survey is designed to possess a limited number of items which are restricted to a certain level of freedom. Positivist assumptions involve views around reality, knowledge and value in research (Park, Konge and Artino, 2020:690). This study employed a cross-sectional survey of 270 staff (employees excluding the managers) and data was collected through the use of questionnaires.

6.4.4 Quantitative and Qualitative Research Strategies for the Study.

The quantitative and qualitative research strategies for the study were conducted as follows:

6.4.4.1 The Quantitative phase (questionnaires)

The quantitative questionnaire was made up of five sections and 53 items, with the first five questions in the first section seeking demographic data. The next 31 items were in the second

section and covered leadership styles with the use of a multi-leadership questionnaire. The third section consisted of 12 items measuring communication adequacy using the receiving information scale. The final section consisted of 17 items measuring resistance to change through the behaviour of respondents, using a resistance to change scale questionnaire.

6.4.4.2 Qualitative phase (interviews)

Qualitative research is referred to as a method of organising data and recognizing the interconnections between the categories. It also means that the significance arises logically from the research background (Thompson, Thorne and Sandhu, 2021:336). Qualitative research is perceived as an exploratory structure that informs and improves the researcher's perception of a social or cultural event. Chew, Sim and Cao (2019:474) noted that qualitative research is extremely circumstantial, as it is conducted in a natural 'real-life' setting, frequently for extended periods. It integrates individual inspiration, sentiments and preconceptions can be also employed to recognise the varieties of theories or variables that might be tested quantitatively. This is seen in the qualitative research design employed in this study. Qualitative data are exposed to numerous analyses, although some are more convincing than others, either on theoretical grounds, or due to internal reliability (Walters, 2021:102344). These explanations can comprise the declarations of persons being studied as well as those of the researcher (Anderson, Lohse, Lopes and Williams, 2021:102818). Qualitative data can be gathered and composed in different ways, in various situations, and from numerous sources. Qualitative data collection utilises secondary sources; in-depth interviews (face-to-face, telephone, and electronic interviews); open-ended questionnaires (personally administered or mailed questionnaires, and electronically administered questionnaires); and observation of individuals or events – with or without videotaping (Deterding and Waters, 2021:708).

Qualitative data for this study was collected through interviews held with 28 respondents (managers of the selected companies) and observations were made during the interviews and site visits. This was followed by coding the recorded texts and employing thematic analysis to interpret the results. The researcher was motivated to administer the interviews personally. The researcher wanted to ensure data reliability by interviewing only the intended respondents; to clarify items/questions in the questionnaire if necessary; to increase the response rate through persuasion, as well as to expedite data collection; and to establish a rapport and explain the purpose of the study.

In terms of data collection, the case study method requires the use of multiple sources of information as this helps address the issue of construct validity, because multiple sources of information provide multiple measurements of the same construct (Wang and Eastwick, 2020:156). Table 6.1 indicates the strengths and weaknesses of the various sources of data. Interviewing multiple respondents on the same issues/questions/constructs within each selected company will ensure construct validity.

The interview schedule was composed of 27 pre-formulated, open-ended questions which were further categorised into the following sections: leadership style and behaviour; leader's resistance to change; and communication strategy. The objective of the questions was to provide answers to the research questions. The contents and objectives of the questions were upheld ethics clearance was obtained.

6.5 Mixed-method research strategy

Quantitative and qualitative approaches are employed interdependently (and in a range of different sequences) or independently, with each concentrating on similar or diverse research questions. The selected design is based on the types of research questions asked, and how the mixture of approaches can add scope to the investigation (Flick, 2014:56). According to Flick (2014:56), there are three types of designs for incorporating both approaches in one design.

The first design combines both approaches in a parallel, corresponding manner. This can be referred to as 'convergent design'. According to Cresswell (2015:89), "convergent design involves the separate collection and analysis of quantitative and qualitative data". The intention is to merge the results of the quantitative and qualitative data analyses. The second design is referred to as the 'explanatory sequential design' which examines the problem by beginning with a quantifiable component where data is gathered and examined, before conducting qualitative research to describe the quantitative results. The motive is to start with a quantitative component and then conduct a second qualitative component to explain the quantitative results (Cresswell, 2015:90).

The third mixed-method design is known as the 'exploratory sequential design'. It starts with identifying the problem by initially exploring qualitative data and investigations. Then the qualitative results are developed into measurements or a new mechanism or intervention for experimentation. This is followed by the quantitative phase. The purpose of an exploratory sequential design is to initially discover a problem, qualitatively through data collection and

analysis; to develop an instrument; and then to follow with a quantitative phase (Cresswell, 2015: 90).

For this study, the convergent mixed-method design was employed. Therefore, the study concentrated on the collection and analysis of data, using a structured closed-ended questionnaire, as well as open-ended interview questions which were further interpreted in a parallel format for easy understanding and a comparison of the quantitative and qualitative results. The convergent design was the most useful design for the researcher who needed to gather both types of data at the same time while in the field. It made intuitive sense, because both types of data, together, enable one to view the problem from several angles (manager and staff perspectives). In this study, it was more convenient to administer the questionnaires to the staff face-to-face (quantitative study) and at the same time interview the managers (qualitative study). This enabled the researcher to gain deeper insights into staff/manager relationships regarding the flow of communication and change management behaviours amongst the staff. The interviews were conducted with the managers, while the questionnaires were filled in by the staff/ ordinary employees (respondents). This justifies the validity of the study and confirms the identified gaps in a practical/theoretical sense.

The major difficulty encountered by the researcher was the need to start with the same measurements or assessments on both the quantitative and qualitative sides. This was impossible as both (quantitative and qualitative) aspects involved different measurements. However, the parallel construction and assessments of both methods enabled joint displays of side-by-side comparisons. This made it easier to merge the two databases – one numeric and the other text-based. Figure 6.2 below describes the convergence of both the quantitative and qualitative data collection and analysis eventually realizing the interpretation of both results.

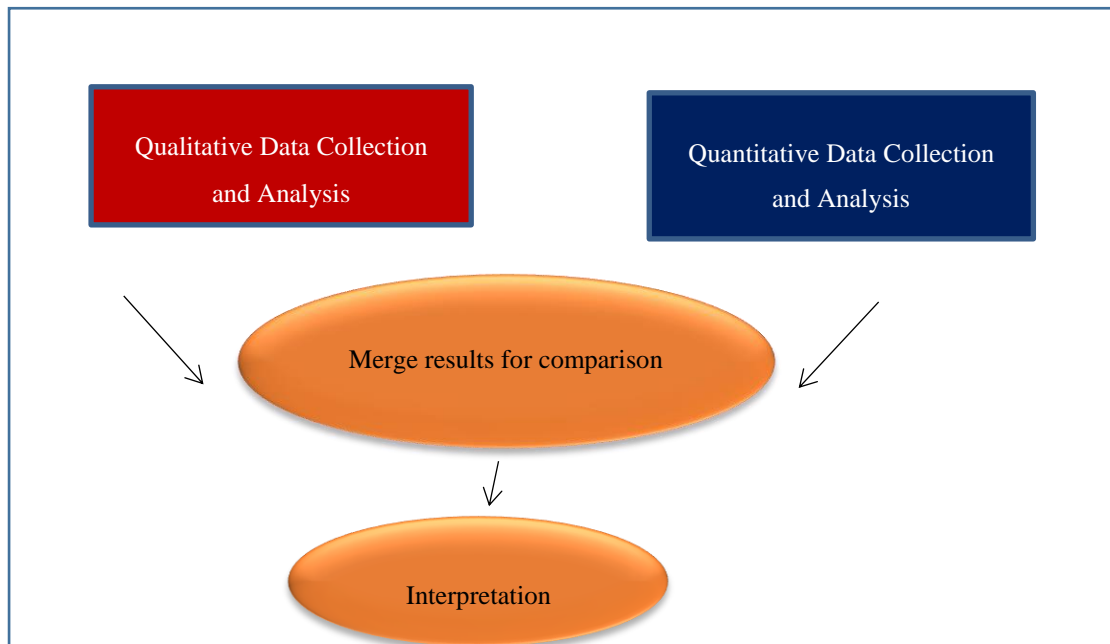


Figure 6. 2 Convergent mixed-method design

(Source: Cresswell 2015:90)

6.5.1 Convergent mixed-method designs

A convergent mixed-method design can be combined in the following ways: triangulation, complementary, development, initiation and expansion.

6.5.2 Complementary

In a complementary mixed-methods study, quantitative and qualitative methods combine to measure intersecting and diverse elements of an occurrence; in comparison to triangulation, which employs various approaches to evaluate a similar conceptual phenomenon (Lubbers, Verdery and Molina, 2020:177). In this study, vaguely presented or elusive information could be captured by one method if the other proved unable to solicit the much-needed facts.

6.5.3 Development

In development, the results of one method are employed to inform the development of the second method. The evidence collected during the qualitative phase determines the design of the questions for the quantitative phase (Lubbers, Verdery and Molina, 2020:177). This was not applied in the study.

6.5.4 Initiation

In contrast, to triangulation which seeks to consolidate convergent methods, initiation employs mixed methods to expose paradoxes, novel perceptions and inconsistencies. The emphasis is on initiating new perceptions, which may result in avoiding research questions (Lubbers, Verdery and Molina, 2020:178). This was not applied in the study.

6.5.5 Triangulation

Freeman (2020:328) defined triangulation as “the combination of methodologies in the study of the same phenomenon.” This involves the integration of quantitative and qualitative methodological approaches, and data analysis methods. Similarly, Schwarzenegger (2017:2) referred to triangulation as “a means of combining several methods or techniques in one design or combining quantitative and qualitative methodologies”. Both scholars stress the integration of quantitative and qualitative methodologies for trustworthiness, which compensates for the weaknesses in any of the methods. However, both methods remain independent as they function side-by-side.

This study combines interviews and observations (methods/ techniques) for the qualitative stage, and mixes both qualitative and quantitative methodologies. Related, or similar, concepts that could not be captured satisfactorily by one technique or methodology will be captured by the other. Abdalla, Oliveira, Azevedo and Gonzalez (2018: 66) assert that the main purposes of triangulation are to ‘confirm’ data and to ensure that data are complete.

6.6 Research Design: case study design

The research design offers an outline for gathering and investigating data. The assortment of research designs allows for a variety of tools in the research process (Abutabenjeh and Jaradat, 2018:237). Research design is an organised procedure for designing data collection protocols and logical techniques for addressing research questions (Cypres, 2018:302). Put differently, it is a strategy for the assessment and analysis of data to answer the research questions.

In brief, the research design establishes the plan for the research methodology or strategy that will be used to address any research problem. As such, it lays the foundation for the actual study. It deals with such aspects as the location of the study; how to select a sample; collect data and how to analyse the data (Lubbers, Verdey and Molina, 2020:180; Abdalla, Oliveira, Azevedo and Gonzalez, 2018:89). A case study research design was considered for the study as it is an entirely legitimate research methodology able to combine both quantitative and qualitative research (Ruffa,

2020:1133). It is recommended in a holistic, autonomous field of study dealing with the understanding of inter-related complexities which are associated with relational procedures in a broader context.

However, Jackson, Mohr and Kindahi (2021:299) argue against this view, insisting that a case study is not a method itself, but a focus strategy. Thomas (2011:322) stated that “Case study is not a methodological choice, but a choice of what is to be studied...By whatever methods we choose to study the case. We could study it analytically or holistically, entirely by repeated measures, organically, and by mixed methods – but we concentrate, at least for the time being, on the case.” Jackson, Mohr and Kindahi (2021:299) counter-argue that this results from the confusion that often occurs between case study research and a teaching case study.

6.6.1 Forms of case studies

Nayal and Singh (2021:67) suggest four types of case studies: single case study-holistic; single case study-embedded; multiple case studies-holistic; and multiple cases studies-embedded.

6.6.1.1 Single case study – holistic

This is research where only a single case is examined at a holistic level. For instance, a whole programme is examined. This can be employed in a unique or extreme case/situation. Thomas (2011:323) refers to single-case research as the typical form of single-case research.

6.6.1.2 Single case study – embedded

This type of case study is carried out where there are numerous and diverse components of investigation (within a single case) which are of concern or importance (Thomas, 2011:323).

6.6.1.3 Multiple case study – holistic

This type of case study can be employed when it is impossible to recognise numerous units of analysis and is undertaken to develop the dependability or generalisability of the study. One case study is done repeated over a period to confirm the relevant variables of importance. Thomas (2011:323) commends that in multiple cases, one need not study a single case repeatedly, but can study more than one case at the same time.

In this study the six selected automobile dealership companies were studied holistically to get an understanding of what is happening within the entire automobile companies in the Durban Metropolitan Region.

6.6.1.4 Multiple case study – embedded

This is like a multiple case study. However, the units of analysis are identifiable for in-depth scrutiny.

6.6.2 The author's approach to the case study

The author's research approach to this case study is that of deductive, as opposed to inductive, reasoning. This approach helped the researcher focus on the study.

Theories of change leadership, resistance to change theories, and change management policies helped the researcher provide a deductive framework for the fieldwork (Hallet and Hawbaker, 2021:2). However, this does not imply that the researcher took a 'blinkered' approach that would preclude any opportune inductive approach should the situation arise. Having a theoretical perspective adopted well in advance helped the researcher respond quickly to the flow of answers and to pose new questions or issues should the guiding theoretical perspectives be violated (Nayal and Singh, 2021:67).

6.7 The study's setting and the purpose of the study

The researcher administered questionnaires which were collected and analysed, while interviews were conducted in the natural working environment of the respondents (so, a field study). In so doing, the researcher interfered minimally with the normal flow of work at the respondents' places of work (offices). The purpose of the study was to provide answers to the research questions outlined in Chapter One. Data for the study, termed a cross-sectional or one-shot study, was collected over several months (August 2016 to January 2017).

6.8 The study's target population

According to Wellman and Kruger (2013:119), "the target population are several possible respondents that could be included in the research study. Hence, results obtained from the sample of the population can be used for a generalization of results". Similarly, O'Leary (2014:102) defines

a population as “the total membership of a defined class of people, objects, or events.” It is the full set of elements from which a sample is selected (Fox and Bayat, 2007:31).

The National Automobile Car Dealership Association (NADA) in South Africa reported about 660 automobile companies in South Africa, with 278 in KwaZulu-Natal province and 35 companies in the Durban Metropolitan Region (NADA, 2015:11). However, further investigation by the researcher revealed the minimum number of employees found in any of these companies to be about 50 employees. Therefore, the number of employees in all the automobile dealership companies in the Durban metropolitan region would be approximately 1,750.

6.8.1 Sampling Techniques/ Designs

Research sampling techniques are broadly grouped into the probability and non-probability sampling techniques. The probability sampling principles ensures the generalizability of the study and allows the investigator to generalize findings of the sample to the target population. It includes random sampling, systematic random sampling, stratified random sampling and the cluster random sampling. The non-probability sampling on the other hand, includes the convenience/ purposive sampling, quota sampling and the snow ball sampling (Acharya, Prakash, Saxena and Nigam, 2013:330). For the purpose of this study, the following sampling designs mentioned below were considered.

- **Convenience sampling design for the quantitative phase:**

According to West (2021) “Convenience sampling is normally undertaken using a specified number of fixed area plots allocated either randomly or systematically across a landscape”. Convenience sampling essentially depends upon untestable norms (Klar and Leeper, 2019:419). This study employed convenience sampling as a means of data collection as it is a simple and understandable, but it could have biased the study (Sharma, 2017:749).

- **Purposive sampling design for the qualitative phase:**

According to Klar and Leeper (2019:419), “Purposive sampling can be thought of as a subset of convenience sampling, in that respondents are chosen subjectively”. Purposive sampling uses a collection of sampling methods that rely on the judgment of the researcher when it comes to selecting the units. The researcher employed this method as it facilitates generalisations of the theoretical, analytical, and logical elements of the study. It also fits the criteria used to identify the

type of transformational organisation (Sharma, 2017:749). The criteria used to select the sample were that participants (managers) must be directly related to the initiation, planning and/or implementation of a change process. This facilitated the assessment of managerial skills regarding change management performance, as well as employee behaviours/reactions to change.

The following aspects were also considered when judgmental/purposive sampling was chosen: Firstly, only those people whose task was to lead or direct planning and provide objective information on what challenges they experienced on the field (managers of the selected companies) were sampled. Their expertise and experiences, gained through their involvement in the working arena, were of paramount importance in providing information about the real-world challenges faced during implementation.

6.8.2 Sample size

Sampling is the practice of selecting a few samples from a larger group. A sample is a subsection of the population with which the researcher is concerned (Thelwall, 2021:111). For this study, six dealership companies presently involved in change management processes in the Durban Metropolitan Region were considered, which gave a sample size of 300 (50 in each of the six selected dealership companies) (Sekeran and Bougie, 2014:268). The researcher was limited to these companies as they were willing to share information regarding their change management experience. This was the reason and justification for the selection of these six companies, to the exclusion of others.

The selection was non-random (purposive sampling) to fit the criteria used to identify the type of transformational organisation. This type of sampling is called ‘purposive sampling’ (Dong, Ma, Cai, Liu, Yue, Zhang, Xu, Li and Song, 2021:118057), because the research sites were hand-picked, and judgments were made to determine the organisational contexts that were likely to fit the objectives of the study. This kind of sampling reduces the possibility of generalisability to a wider population. However, this choice was both appropriate and necessary for the general design guiding this study.

6.8.3 Proposed Sample framework

According to the agreement between the participating organisations and the researcher, a pseudonym was used instead of a name for each of the companies. The major concern at this point

was directly related to the topic of this study – employee resistance to change. The results from this research could reveal the perceptions of employees of their leaders and the organisational environment. Therefore, only general information on the nature of change is presented for each company. In conclusion, Table 6.2, below, indicates the sample size proposed for the study. The table gives the number of participants in each company, their ranks, and various departments.

Table 6. 2: Proposed sample size for the study

Companies	Participant's rank	Participant's rank	Departments	Number of participants in each company
Company A	Managers 5	Ordinary Employees 45	Sales (new) 10 Sales (pre-owned) 10 Service 10 Finance 10 Maintenance 10	50
Company B	5	45	Sales (new) 10 Sales (pre-owned) 10 Service 10 Finance 10 Maintenance 10	50
Company C	5	45	Sales (new) 10 Sales (pre-owned) 10 Service 10 Finance 10 Maintenance 10	50
Company D	5	45	Sales(new) 10 Sales (pre-owned) 10 Service 10 Finance 10 Maintenance 10	50
Company E	5	45	Sales(new) 10	50

			Sales (pre-owned) 10	
			Service 10	
			Finance 10	
			Maintenance 10	
Company F	5	45	Sales(new): 10	50
			Sales (pre-owned) 10	
			Service 10	
			Finance 10	
			Maintenance 10	
Sum Total	30	270	300	300

While 30 managers from the various companies were booked for interviews, 270 questionnaires were administered to staff. However, only 168 questionnaires were completed, and 28 managers were successfully interviewed. This amounted to a total of 196 respondents out of the proposed 300.

Table 6.3 below further presents the realized sample size from collected data.

Table 6. 3: Realised sample size for the study

Companies	Participant's rank (Managers)	Participant's rank (Ordinary Employees)	Departments	Number of participants in each company
Company A	5	40	Sales(new) 10 Sales (pre-owned) 10 Service 10 Finance 10 Maintenance 5	45
Company B	5	38	Sales(new) 9 Sales (pre-owned) 12 Service 14 Finance 4 Maintenance 4	43

Company C	4	20	Sales(new) 10 Sales (pre-owned) 10 Service 3 Finance 1 Maintenance -	24
Company D	5	25	Sales(new) 13 Sales (pre-owned) 7 Service 4 Finance 5 Maintenance 1	30
Company E	4	27	Sales(new) 10 Sales (pre-owned) 8 Service 6 Finance 7 Maintenance -	31
Company F	5	23	Sales(new) 11 Sales (pre-owned) 11 Service 3 Finance 2 Maintenance 1	28
Total	28	168		196

Table 6.3 indicates the total number of 196 participants who successfully took part in the research study, out of the proposed 300 participants. This might serve as a limitation to the study, as the response rate is slightly below the recommended minimum percentage for a study of this size (Sekeran and Bougie, 2014). However, the strength of the convergent mixed-method design employed, the reliability of the measurement construct, and the validity thereof, adequately justify the study.

6.9 Recruited companies

Company A is a large and well-known company that has experienced several changes, including being listed on the stock market, having new management, and investing in new areas of technology to compete more effectively in the market.

Company B is an automobile company that has been in the industry for over ten years. Through their continuing rejuvenation programme, several projects were implemented to improve and develop of their manufacturing process and customer satisfaction.

Company C is one of the largest automobile companies in South Africa. It was established over forty years ago. Company C is popularly known for promoting innovations in products, services, and processes; and for customer satisfaction. Recently, the company changed the management structure and initiated attitude change at the individual level. In this sense, all employees are expected to be able to adapt to be in alignment with the company's new mission.

Company D used to be a weaving factory, before decades-long change and development. It has grown into an organisation with more than 14 subsidiaries. It has developed 50 vehicle models to become one of the best car factories in the world. The company focuses on new technology. It aims to protect the environment, following a 'green agenda; and actively promotes the 3R (reduce, recycle, reuse) concept.

Company E is known for having the world's best managers, according to the 2013 Business Week. Their production and change management system is quite outstanding as it eliminates overburden, unevenness, and waste. Its system uses an approach that involves everyone in solving problems and improving quality, cost, delivery, safety and morale.

Company F is popular for its central commitment to support the welfare of the people, employing and developing advanced, high-grade products. Their management standards and business approach underpin their excellent performance and are the secret behind their success (Fujio, 2010:132).

Table 6.4 indicates the company names, location of companies and total number of branches for each company visited.

Table 6. 4: Location of companies selected for the study

Company names	Location of company head office	Location of other branches	Total number of branches for each company. (Head office and main branches)
Company A	Main branch at Durban Central	Other branches: -Hillcrest -Durban North -Amanzimtoti -Pinetown	5
Company B	Main branch at Umhlanga	Other branches: -Durban North -The Bluff -Ballito	4
Company C	Main branch at Durban Central	Other branches: -Pinetown -Ballito	3
Company D	Main branch at Durban Central	Other branches: -Pinetown	2
Company E	Main branch at Umhlanga	Other branches: -Pinetown	2
Company F	Main branch at Durban Central	Other branches: -Hillcrest -The Bluff	3

6.9.1 Unit of Analysis: rules for inclusion

The unit of analysis in this research work comprises the workers (managers and staff) at the selected automobile companies in the Durban Metropolitan Region of KwaZulu-Natal. These companies are presently undergoing a period of transformational change. The employees were recruited

because they can draw on their own experiences to describe internal information dissemination and internal communication between leaders (managers) and subordinates.

These criteria were employed to delimit the purposive sampling and the selection bias, and to ensure the authenticity of the samples. The first major concern was the employee's involvement in the transformation process. To assess employee perception of information distribution, leadership styles, communication adequacy, and employee resistance to change, their presence during the process of organisational change presumes their accountability and their perception of those areas of interest. The work tenure of employees during the change process was also significant. In the transitional period, the outcomes of a change plan can be observed through either employee trust in the organisation; or withdrawal from the organisation.

Fukami and Larson (2014:27) assert that work tenure is positively related to the level of commitment. Furthermore, Paulsen (2015:56) found that job uncertainty and personal control are directly related to emotional exhaustion and job satisfaction. In this sense, personal control helps reduce job uncertainty. For the researcher to be able to describe the leadership practices and the dissemination of internal information through the investigation of employee perception, the respondents had to have had at least six months work tenure at the company; working at least six months in their current position; and being supervised by their current supervisor for at least six months. These criteria were believed to constitute effective inclusion rules to recruit qualified respondents who had spent an appropriate amount of time working on their tasks and dealing with their respective managers. Importantly, they were more likely to experience the change, deal with both positive and negative emotional and physical responses to change, and, eventually, remain in a relatively stable state of personal control.

To recognise the leadership styles in the selected Durban automobile companies, the concept of a leader and employees should be defined to identify the samples. In this study, a leader in a change organisation was referred to as the departmental first-line manager for each of the departments in the selected automobile companies. According to Glastonbury (2015:119), first-line managers are typically referred to as supervisors, co-ordinators or office managers who supervise and co-ordinate the activities of employees. However, in changing circumstances, rather than spending a great amount of time on supervising and controlling, managers are also asked by their senior managers to take a leadership role by continually focusing on their leadership development and actively searching for new opportunities; and leading their followers to accomplish new organisational

goals. Participants for this research study are the first-line managers of each department and the staff members of the respective departments in the selected automobile companies.

6.10 Quantitative questionnaire design for data collected

Three standard evaluation questionnaires were framed and directed to workers within the selected population. Questions were framed after the evaluation of applicable scholarly works to offer a valued perception of the objectives of the study.

The questionnaire contained five pages and four sections. Section A explained the demographic variables or biographical data; while Sections B to D collected the data related to the objectives of the study. Respondents were also assured that their identities would remain secret; and feedbacks would be handled confidentially. The research instrument consisted of the following sections: letter of consent; the biographical information sections; the leadership questionnaire section; the communication inadequacy (receiving information) section; and the resistance to change section

6.10.1 Letter of Consent

The letter of consent was intended to acquaint the researcher with the respondents. It included the motives for carrying out the research study. Respondents were also promised confidentiality of their identities and feedbacks.

6.10.2 The Biographical information sections

The biographical information included age; gender; race; tenure; and area of specialisation/department.

6.10.3 The leadership style questionnaire section

The leadership styles were constrained by the modified form of the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (2004:18). The questionnaire intended to differentiate between two leadership styles. The questionnaire comprised four components relating to transformational leadership and three components relating to transactional leadership. The questionnaire consisted of 31 items. All questions use a five-point Likert measurement scale ranging from 'strongly disagree'; 'disagree'; 'neutral'; 'agree'; to 'strongly agree'. Respondents were required to tick any one of the selected boxes.

6.10.4 The communication adequacy section

The communication adequacy section was measured using the receiving information scale (RIS) developed by Goldhaber, Rogers, Lesniak and Porter in 1978. Information is essential in every organisation as it provides employees with a clear description of why they must change; instructions on how to perform their new roles; and the direction thereof (Becker, Klein & Meyer, 2012). The purpose of the questionnaire was to assess the amount of information employees received while working in the organisation. The questionnaire consisted of 13 items. All questions used a five-point Likert measurement scale ranging from 'strongly disagree'; 'disagree'; 'neutral'; 'agree'; to 'strongly agree'. Respondents were required to tick any one of the selected boxes.

6.10.5 The resistance to change section

The resistance to change section was measured using the resistance to change scale (RTSC) questionnaire developed by Oreg (2003). The questionnaire included several statements describing attitudes and behaviours regarding change in the organisation. The questionnaire consisted of 17 items. All questions used a five-point Likert measurement scale ranging from 'strongly disagree'; 'disagree'; 'neutral'; 'agree'; to 'strongly agree'. Respondents were required to tick any one of the selected boxes.

6.10.6 Editing data in the questionnaire

Wherever possible, all quantitative questionnaires were immediately checked to see that they had been completed the same day they were administered – a sound research practice (Roy, Palavalli, Menon, King, Pfeffer, Lees and Sloat, 2018:89). Corrective action may include contacting respondents for any further information or clarification (ibid).

6.10.7 Response rate

Of the 270 questionnaires that were distributed, only 168 were collected, indicating an almost 60 % response rate as a result of the tight work schedules of the respondents. However, the qualitative stage of the research provided an excellent response rate.

6.11 Data instrumentation

Data instrumentation refers to the selection, development and later use of tools to make observations about variables in a research study. Data instrument selection aims to find the most ideal data collection instruments from existing alternatives and contexts. For this study, the following data instruments were considered:

6.11.1 Multifactor leadership questionnaire (MLQ)

Leadership styles in this study were based on a combination of a person's opinions, standards, and inclinations, and also the organisational philosophy and customs needed to inspire some leadership styles and discourage others. The Multifactor Leadership Questionnaire (MLQ) was operationalised by Avolio and Bass (2004:18), and describes transactional and transformational styles. There are five general components of transformational leadership: idealised influence (attributed); charisma; inspirational motivation; intellectual stimulation; and individualised consideration. The three general components of transactional leadership are contingent rewards; active management-by-exception; and passive management-by-exception.

Studies of the MLQ factor structure revealed that there were high, positive correlations between the four transformational leadership scales (Hetland, Hetland, Bakker and Demerouti, 2018:746; Malloy and Kavussanu, 2021:113; Meedeniya, 2021:189). However, Avolio and Bass (2004:18) and Knippenberg and Sitkin (2013:60) confirmed that these four factors forming transformational leadership were conceptually and empirically distinct. In addition, active management-by-exception displayed both low optimistic or undesirable relationships with the transformational leadership items and contingent reward (Alrowwad and Abualosh, 2020:1). Active management-by-exception also showed a positive correlation with passive management-by-exception (Willis, Clarke and O'Connor, 2017:281).

However, Raziq, Borini, Malik, Ahmad and Shabaz (2018:96) reported a negative relationship between active management-by-exception and passive management-by-exception. Howell and Avolio further noted that contingent reward was distinct from all factors in transformational leadership and the two factors representing management-by-exception.

Coefficient alpha reliabilities for this scale, reported in the work of Avolio and Bass (2004:18) and Barbuto (2005:34), were: idealized influence: .75-.79; idealized influence/behaviour: .70-.75; individualised consideration: .73-.75; intellectual stimulation: .70-.71; contingent reward: .71-.77; active management-by-exception: .69-.77; and passive management-by-exception was .71-.75. To

rate a leader in this study, the re-formed 17-item questionnaire by Avolio and Bass (2004:18) was considered. The items were also changed from the original 0-4 to 1-5 for consistency in the questionnaire and to facilitate the respondent's understanding of the questions. The respondents were asked to judge how often their leader displayed each of the behaviours using a five-point frequency scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Applying the Multi-Leadership Questionnaire (MLQ) instrument in the pilot test, the research study revealed the following, as summarised in Table 6.5, below.

Table 6. 5: Reliability of the multi-leadership questionnaire (MLQ)

Multi-Leadership Questionnaire (MLQ)	Codes	Cronbach-alpha
B1 (Transformational leadership style) Idealised influence (IF) Inspirational motivation (IM) Intellectual stimulation (IS) Individualised consideration (IC)	B1: TLS 1 (IF) TLS 2 (IM) TLS 3 (IS) TLS 4 (IC)	0.966
B2 (Transactional leadership style) Contingent reward (CR) Active management by exception (AME) Passive management by exception (PME)	B2: TLS 5 (CR) TLS 6 (AME) TLS 7 (PME)	0.775

This implies that the Cronbach-alpha for both leadership styles is above 0.7. The transformational leadership style reveals a reliability of 0.966, while the transactional leadership style is 0.775.

6.11.2 Receiving information scale (RIS)

Information adequacy was operationalised in this study as the difference between individual self-reports of the amount of information he or she wanted to receive, and the amount of information he or she actually received (Hu, Park, Day and Barber, 2021:1). One of the subscales from the ICA Communication Audit Questionnaire, ‘Receiving Information from Others’, was used to measure this construct (Wang, 2019:3448). The pilot test conducted for the study revealed the following, as presented in the table below. Table 6.6 below depicts the reliability of the receiving information scale.

Table 6. 6: Reliability of the receiving information scale (RIS)

Receiving Information Scale (RIS)	Number of Items	Cronbach-alpha
Communication adequacy based on organisational structure (CAOS)	12	0.934
Communication sdequacy based on organisational members (CAOM)		0.733
Communication adequacy based on communication channel efficacy		0.862

Based on applying the receiving information scale as an instrument, the above table shows that communication adequacy based on the organisational structure of the organisation resulted in a Cronbach-alpha of 0.934; while communication adequacy based on organisational members resulted in 0.733, and communication adequacy based on communication channel efficacy resulted in 0.862. This simply means that the reliability for all three is above 0.7.

6.11.3 Resistance to change scale (RTC)

Resistance to change was conceptualised and operationalised in this study as employee multidimensional disposition that comprises a tridimensional negative attitude towards change, and includes affective, behavioural and cognitive components (Oreg, 2006:76). In this study, the RTC scale (Oreg, 2003) was used to examine an employee’s tendency to resist or avoid making changes, paying special attention to sources of resistance that appeared to come from an individual’s

personality. The RTC scale contains 17 items which represent the following components affecting general attitude towards change:

- routine seeking;
- emotional reaction;
- short-term focus; and
- cognitive rigidity.

Applying the resistance to change scale in a pilot study revealed the following, as presented in the table, below.

Table 6. 7: Reliability of resistance to change scale

Resistance to Change Scale (RTCS)	Number of Items	Cronbach –alpha
Routine seeking (RTCSRS)	7	0.919
Cognitive rigidity (RTCSCR)	5	0.927
Emotional reaction (RTCSER)	3	0.733
Short-term focus (RTCSSTF)	2	0.786

The above table shows that the resistance to change scale, based on routine seeking, cognitive rigidity, emotional reaction and short-term focus, is 0.919, 0.927, 0.733, and 0.786, respectively. This means that their reliability is above 0.7.

6.12 Pilot survey

A pilot study is a trial run of an investigation carried out on a small scale to establish whether the research design and methodology are relative and effective (Fox and Bayat, 2007:96; Memon, Ting, Ramayah, Chuah and Cheah, 2017:1). A pilot test is a smaller version of the main questionnaire distribution that is carried out on a small representative population (Zackmund, Baben, Carr and Griffen, 2012:87). Narasdomy (2012:119) recommends a minimum sample for a pilot study as 10% of the final sample size. However, final decisions constrained by time, as well as the variability of the population (Hertzeberg, 2008:211). According to Zackmund *et al.* (2012:87), the administration of a questionnaire for a pilot study should consider a selected segment of the overall population.

In this study, a pilot study was undertaken with a sample of 20 participants from one of the selected companies. They were issued questionnaires and the same protocols and procedures planned used for the whole population were also applied in the pilot study.

- **Items in the questionnaire used for the pilot study**

The pilot test conducted for the research study consisted of 46 items in total. The variables for the study were coded and items for each variable were further categorised for proper understanding of the research study. Table 6.8 below depicts the categorized items for the pilot study. This is presented in factors (variables), codes (categories) and items.

Table 6. 8: Categorized items for pilot study

Factor (Variables)	Codes/ Categories	Categorized Items
Leadership style	B1: TLS 1 (IF) TLS 2 (IM) TLS 3 (IS) TLS 4 (IC) B2: TLS 5 (CR) TLS 6 (AME) TLS 7 (PME)	B1: TLS 1 (IF): - It feels good to work with my manager - I am proud to be associated with my manager - My manager's values and beliefs are very impressive and understood. TLS 2 (IM): - I am encouraged by my manager to utilise the best of my skills to full capacity. - I have been assisted by my manager to find meaning in my work in congruence with any change implementation. - I am compelled to understand the articulated vision of any change implementation and its process thereof. TLS 3 (IS): - My manager has enabled me to think about old problems in new ways/ dimensions. - I am provided with new ways of looking at puzzling things. - I am encouraged to rethink ideas that have never been questioned before. TLS 4 (IC)

		<ul style="list-style-type: none"> - I am aware and updated as to how I am coping with my job and attention is given to our work condition - Personal attention for staff feeling rejected. <p>B2:</p> <p>TLS 5 (CR):</p> <ul style="list-style-type: none"> - Staff is told what to do if they want to be rewarded. - Staff is subjected to rewards/ recognition when they reach their goals. - Staff is clarified on their responsibilities for target achievement. <p>TLS 6 (AME):</p> <ul style="list-style-type: none"> - My manager is satisfied when I meet the agreed standards. - Staff is told the agreed standard expected to carry out their work. - Nothing remains changed by the management as long as things are working well. <p>TLS 7 (PME):</p> <ul style="list-style-type: none"> - The management is content with staff working in the usual way as always. - The management is fine with whatever staff wants to do. - The management cares less about what staff do unless the work is essential.
Communication adequacy	<p>C 1 (CAOS)</p> <p>C 2 (CAOM)</p> <p>C 3 (CACCE)</p>	<p>I receive adequate information about:</p> <p>C1 (CAOS):</p> <ul style="list-style-type: none"> - Changes in my job duties - Changes in organisational rules and policies.

		<p>-Changes in pay and benefits.</p> <p>- How technological changes affect my job</p> <p>- How organisation decisions affect my job.</p> <p>C2 (CAOM):</p> <p>- How I am being judged.</p> <p>- How well I am doing my job.</p> <p>- How organisational decisions affect my job.</p> <p>C3 (CACCE):</p> <p>-Promotion and advancement opportunities in my organisation.</p> <p>-Important new products, services or programme development in my organisation.</p> <p>-How my job relates to the total operation of my organisation.</p> <p>-Specific problems faced by management.</p>
Resistance to change	<p>D1 (RS)</p> <p>D2 (CR)</p> <p>D3 (ER)</p> <p>D4 (STF)</p>	<p>D1 (RS):</p> <ul style="list-style-type: none"> - I will take a routine day over a day full of unexpected events anytime. - I like to do the same old things rather than try new and different ones. - I sometimes find myself avoiding changes that I know will be good for me. - If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I would do just as well without having to do any extra work. - I would rather be bored than surprised by new and different things. <p>D2 (CR):</p>

		<ul style="list-style-type: none"> - If I were to be informed that there is going to be a significant change regarding the way things are done at work, I would probably feel stressed. - When I am informed of a change of plans, I tense up a bit. - When things do not go according to plan, it stresses me out. - I generally consider a change to be a negative thing. - Changing plans seems like a real hassle to me. - Often, I feel a bit uncomfortable, even about changes that may potentially improve my life. - When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me. <p>D3 (ER):</p> <ul style="list-style-type: none"> - Whenever my life forms a stable routine, I look for ways to change it. - I often change my mind. <p>D4 (STF):</p> <ul style="list-style-type: none"> - Once I have concluded, I am not likely to change my mind. - I do not change my mind easily. - My views are consistent over time.
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6.12.1 Measurement of constructs after the pilot study

Table 6.9 depicts the measures of constructs after the pilot study was undertaken so as to give clarity on how the research study is to be carried out. The table presents the data instruments, number of items, values and founding authors that investigated research studies with the use of the presented data instruments.

Table 6. 9: Measurement constructs for pilot study

NSTRUMENTS					
A.	Biographical Data				
B.	Multi-Leadership Questionnaire (MLQ)	B1	11	0.966	Lievens, Geit and Coetsier, 1997
		B2	9	0.775	Avolio and Bass, 2004
C.	Communication Adequacy Scale (CAS)	C1	6	0.934	Goldhaber, Rogers Lesniak and Porter, 1978
		C2	3	0.733	Daniel and Spiker, 1987.
		C3	4	0.862	
D.	Resistance to Change Scale (RCS)	D1	5	0.919	Oreg, 2006

		D2	7	0.927	
		D3	3	0.733	
		D4	2	0.786	

6.13.2 Design of qualitative interview questions

(In-depth interviews)

This research work employed a series of in-depth interviews to discover the backgrounds of change management leadership and resistance to change. This enabled the researcher to gather the information that revealed the respondents' perceptions, without losing the chance to see their reactions; as is the case with questionnaires (Sooful, Surujlal and Dhurup, 2010:685). The interviews were based on the theoretical framework of the study, which assisted in comprehending all that was observed (Dawson, Hartwig, Brimbil and Denisenkov, 2017:333). The interview approach was appropriate for this research work as it is less rigid and allows the researcher to gain better insight (Wiid and Digginess 2011:112). Also, interviews allow for the use of interactive facilities to access a greater number of responses (Turner 2010:754; Wegner 2012:15). In-depth interviews are valuable due to the abundance of terms and information they produce (Englander, 2012:27). For this study, letters of invitation were handed to all potential participants, along with informed consent forms. The consent letter clearly informed the participants about the interview procedures (Annexure B).

According to Englander (2012:27), "a preliminary meeting enhances the co-operation of participants during the interview and contributes significantly to the quality of data generated after the preliminary meeting". The interview guide for the study was provided for the participants to familiarise themselves with the questions before the interview (Annexure C). The leading themes which developed from the in-depth interviews were independently undertaken alongside the

questionnaire administration. However, these themes matched the themes in the quantitative questionnaire and with the themes discussed in the literature review (Lian and Huang 2012: 149). Information received from the interviews was recorded at all instances, to be analysed at the end of the day. The researcher successfully interviewed 28 managers out of the expected 30 managers. This made up for the quantitative study, which was slightly below the expected response rate. Final data analysis was conducted, and interpretations were merged with the quantitative results.

Table 6.10 further presents the interview questions in accordance with items, constructs and questions as seen below.

Table 6. 10: Interview questions

s/no	Items	Constructs/ Variables	Questions
1	15	Leadership style	<ul style="list-style-type: none"> -How are decisions handled in the organisation from the top management in the organisation? -Do you encourage creative/innovative ideas of staff and support their ideas? -Do you encourage openness and transparency amongst staff? -Do you prefer delegating change-related tasks to staff in your department or prefer handling it your way? -Do you seek the suggestions of staff in decision making or prefer handling it your way? -Do you ensure that staff is given enough time to adjust to the change process? -Does management seek staff opinion and co-operation in decision making? -By what means does management introduce and implement the change process and what means do you prefer as a manager? (persuasion? negotiation? manipulation/coercion?) -Do you consider any form of reward to encourage staff involvement in the change implementation? -Do you as a leader boldly follow up with a change process introduced? -Do you harbour doubts about the steps to be taken in a change process? -What is the strength of your conviction as a manager concerning change implementation? -How do you handle feelings of inadequacy when in front of your employees/staff/team members? -Do you stay focused on translating your intentions into reality concerning the change process introduced or to be introduced?
2	9	Commitment	<ul style="list-style-type: none"> -How often do you take breaks from work?

		to change (resistance management)	<p>-What strategies do you apply to manage competing demands for change in your organisation?</p> <p>-Do you initiate breakthrough activities into a change process implementation to make it more flexible and worthwhile for employees?</p> <p>-How much do you devote to developing and maintaining key relationships with your employees?</p> <p>-How does the management heed employee concerns and reactions about any change process introduced?</p> <p>-By what means does management acknowledge the contributions of staff as well as their suggestions?</p> <p>-Does the management make room for skills development and training for the managers and staff? How?</p> <p>-Does management ensure that team spirit is encouraged to avoid personality conflict between managers and employees?</p> <p>-Do you ensure that staff goals and objectives are aligned with the overall strategic directions of the organisation, concerning change implementation?</p>
3	5	Communication strategy	<p>-What means do you prefer to use in communicating a change process? (verbal, emails, board meetings, notice boards, rumours, written notice)</p> <p>-Does the mode of communication affect employees' reactions positively or negatively?</p> <p>-Does the communication strategy ensure that important messages are repeated?</p> <p>-Do you encourage feedback sessions from employees?</p> <p>-How can you increase the impact of communication and avoid ambiguity/ misunderstanding in your communication?</p>

6.13 Data collection

According to Kumar (1999:109), data collection techniques enable researchers to systematically collect information to answer questions conclusively. Sharma (2010:145) highlights the criteria, together with the different methods and procedures for data collection and procedures, as shown in Table 6.11 below. From the table below, it is depicted that data collected physically (personal method) cost more than mail survey method of collecting data. However, the personal method of

data gives more accurate information and more data can be collected as well as a higher response rate as compared to mail survey or telephonic interviews.

Table 6. 11: Criteria and data collection techniques

(Source: Sharma, 2010:145).

Number	Criteria	Personal Method	Telephone Interview	Mail Survey
1.	Cost	Most expensive	Intermediate	Least expensive
2.	Speed	Slowest	Fastest	Intermediate
3	Accuracy	Most accurate	Least	Intermediate
4.	Amount of data	Most	Least	Intermediate
5.	Response Rate	Highest	Intermediate	Lowest
6.	Flexibility	Most flexible	Intermediate	Least flexible
7.	Control	Best	Intermediate	Worst
	Sample	Intermediate	Worst	Best
	Interview	Best	Intermediate	Worst
	Administrative	Worst	Intermediate	Best

Table 6.11 shows the three main types of data collection methods, namely: the personal method, telephone interview, and mail surveys, each with their own constraints and their pros and cons. The personal method of data collection has many advantages. According to Sharma (2010:145), the highest response rate can be obtained from the personal method of data collection and this is the most accurate method. For this study, a closed-ended structured quantitative questionnaire was administered (Annexure B). The researcher hand-delivered the questionnaires, each with a covering letter (Annexure A) and in a sealed envelope, addressed to the selected respondents using the personal method of data collection. If the respondent was not available, the sealed envelope addressed to the selected respondent was left with the manager.

According to Welman (2015:257), the personal method of administration ensures a high response rate compared to other methods. The selected sample respondents were requested, in the covering letter, to return the completed questionnaire within two weeks; and the researcher personally collected the completed questionnaires from the selected respondents. However, some respondents, conveniently, were able to respond immediately to the questionnaires. On the other hand, the qualitative aspect of the study focused on the use of interviews and observations made of the participants who comprised managers of the selected companies for the study.

6.14 Data analysis

According to Msweli (2015:56), “Data analysis is the act of transforming data to extract useful information and facilitate conclusions. The two broad categories of data analysis used could be either inductive- or deductive-based analytical strategies”. For this study, data was analysed using descriptive and inferential statistics. The use of multiple regression analysis and correlational analysis was also be employed to test and analyse the hypotheses generated.

6.14.1 Quantitative data analysis

Quantitative data analysis is predictable for converting raw figures into expressive information by applying logic (Furia, Torkar and Feldt, 2021:11). This uses the frequency of variables, which makes data quantifiable and the results easy to understand. In this study, the following methods of quantitative data analysis were considered;

6.14.1.1 Statistical analysis

According to Msweli (2011:67), “Statistical procedure used to analyse results should be dictated by the nature of the data and level of measurement”. The statistical analysis was conducted in two phases. The first phase consisted of descriptive statistical analysis, and the second phase involved the use of inferential statistics for hypothesis testing. Salim and Sulaiman (2011:123) suggest that descriptive statistics include the organisation and summarising of information using tables, pie charts and graphs; and calculating descriptive measurements. Salim and Sulaiman (ibid: 124) state that inferential statistics use robust statistical tests to produce meaningful values about the hypothesis tested. It should be noted that the type of parametric test is also dependent on the nature of the data captured, namely, ordinal, nominal, ratio or interval scales.

The application of descriptive and inferential statistics, which were expanded by graphs, charts, and tables, as well as the statistical package for social sciences (SPSS) Version 24 for Windows, was employed in the data analysis. This made it easier to uncover the results from each group of data; and made it easier for respondents to make their choices, as well as allowing for easy coding. In this study, the psychometric properties of the questionnaire (validity and reliability) were determined statistically.

6.14.1.2 Descriptive statistics

Descriptive statistics were calculated through frequency tables to obtain the profile of the sample and to describe the basic features of the data.

6.14.1.3 Frequencies and percentages

A frequency is the total number of times an experience appears in each category (Bryman and Bell, 2007:728). Percentages indicate the number of respondents involved in a category.

In this study, frequencies were used to determine the profile of the sample. Percentages serve a two-fold purpose in data presentation. They simplify data by reducing all numbers to a common range of 0-100. Secondly, they presented data in a standard format for comparison (Tlapana, 2009:61).

6.14.1.4 Inferential statistics

To ascertain the influence of the biographic variables on leadership styles, communication satisfaction, and resistance to change, inferential statistics such as the Pearson Chi-Square test were used. Correlation analyses were used to determine the association between change leadership styles and employee resistance to change (Bryman and Bell, 2007:357-365). Multiple regression analysis was used to ascertain which leadership style was the best predictor of employee resistance to change.

6.14.1.5 Correlation analysis

To complement the findings of path modelling, non-parametric Spearman's correlation analysis was undertaken to establish the relationship between the latent variables in the study. The guidelines summarized, in Table 6.12, were used to explain the nature of relationships among variables.

Table 6. 12: Spearman's correlation analysis guidelines

Source: Cohen (1988: 79-81)

Values	Relationship significance
R = .10 to .29	Small
R = .30 to .49	Medium
R = .50 to .1.0	Large

6.14.2 Qualitative data analysis

For the qualitative study, data was produced through in-depth interviews. Subsequently, interviews were transcribed and analysed employing prescribed transcriptions. They were analysed following the six-stage process recommended by Eaton, Stritzke, and Ohan (2019:586). The stages followed in interview analysis are outlined in Figure 6.3, below

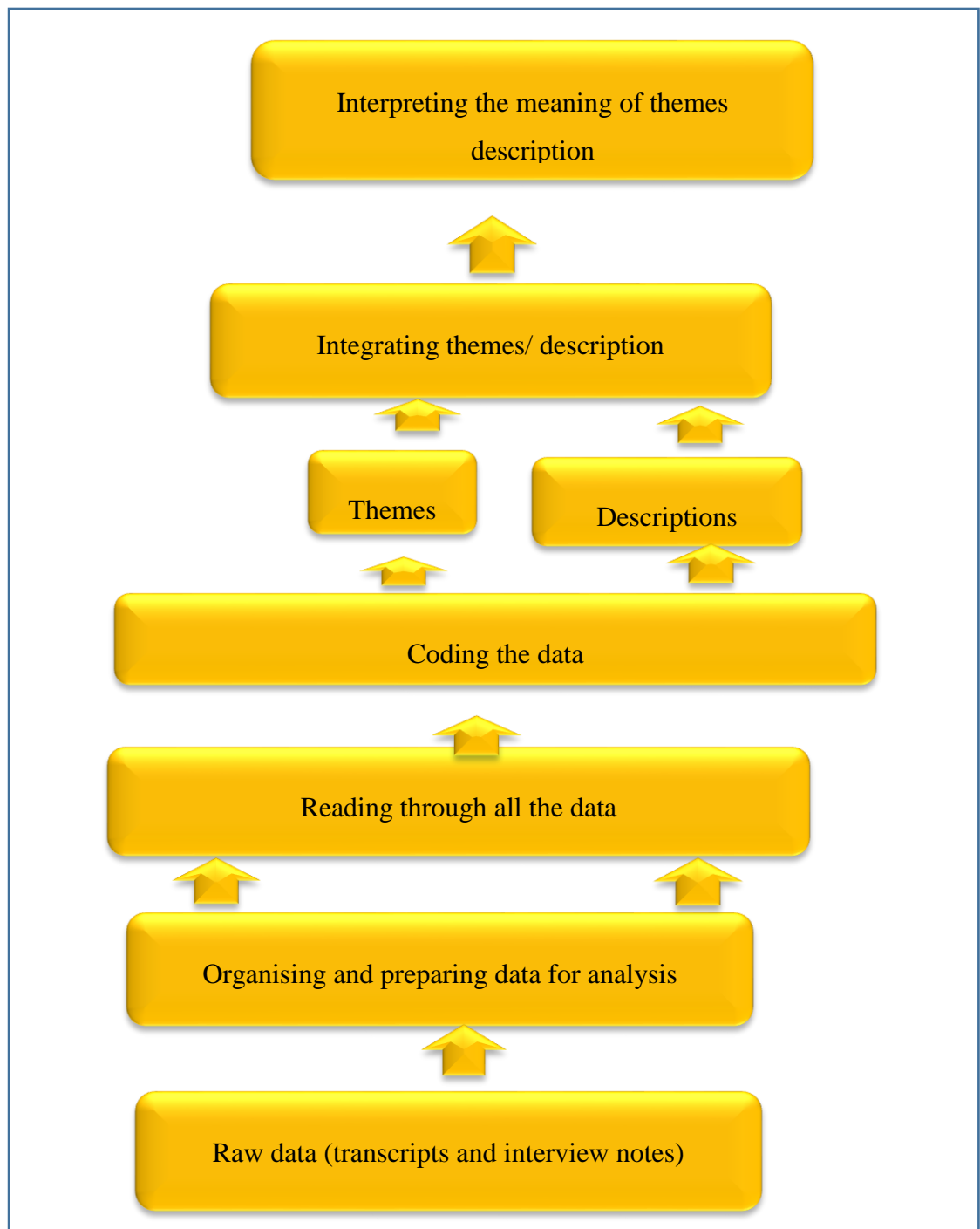


Figure 6. 3 Stages used in qualitative (thematic) analysis (Source: Eaton et al, 2019: 586)

Data from the individual interviews were coded and analysed, employing the Nvivo software as well as thematic analysis. Themes were provided in a tabular form, and findings from these data were made using thematic analysis by focusing on language and context, such as grammar, word practice, story themes, and meanings of circumstances in the social, cultural, and political background of the study.

6.15 Revised research hypotheses

The implementation of organisational change and resistance to change closely depend on the environment in which they function as well as the internal change. It is argued in this study that leadership styles are the major predictors of employee resistance to change in several logical ways. In addition to the ability to visualise the organisational future, leaders are those capable of creating a sense of urgency, desire and motivation among followers (Nadler and Tushman, 1989:45). The relationship between leaders and followers is varied in terms of motivation and power dimensions, depending on one's leadership skills and personal beliefs in the pursuit of goal achievement (Burns, 1978). Therefore, employee responses to change, either positive or negative, or explicitly through behaviour or subtly through emotions or cognitive thinking, will vary depending on their interaction with the two fundamental types of leadership styles, which are transactional leadership and transformational leadership (Carter, Onyeador and Lewis, 2020:57).

In the selected automobile companies in the Durban Metropolitan Region (D.M.R), leader-follower relationships could be more transactional than transformational and this can be proven by the following hypotheses which has been revised and presented further below in Figure 6.4.

H1: There is a significant relationship between transformational leadership and resistance to change.

H2a: There is a significant relationship between active management by exception and resistance to change.

H2b: There is a significant relationship between passive management by exception and resistance to change.

H3a: There is a significant relationship between communication based on structure and resistance to change.

H3b: There is a significant relationship between communication based on channel efficiency and resistance to change.

H4: There is a significant relationship between change leadership styles and resistance to change.

H5: There is a significant relationship between communication adequacy and change leadership style.

H6: There is a significant relationship between communication adequacy and resistance to change.

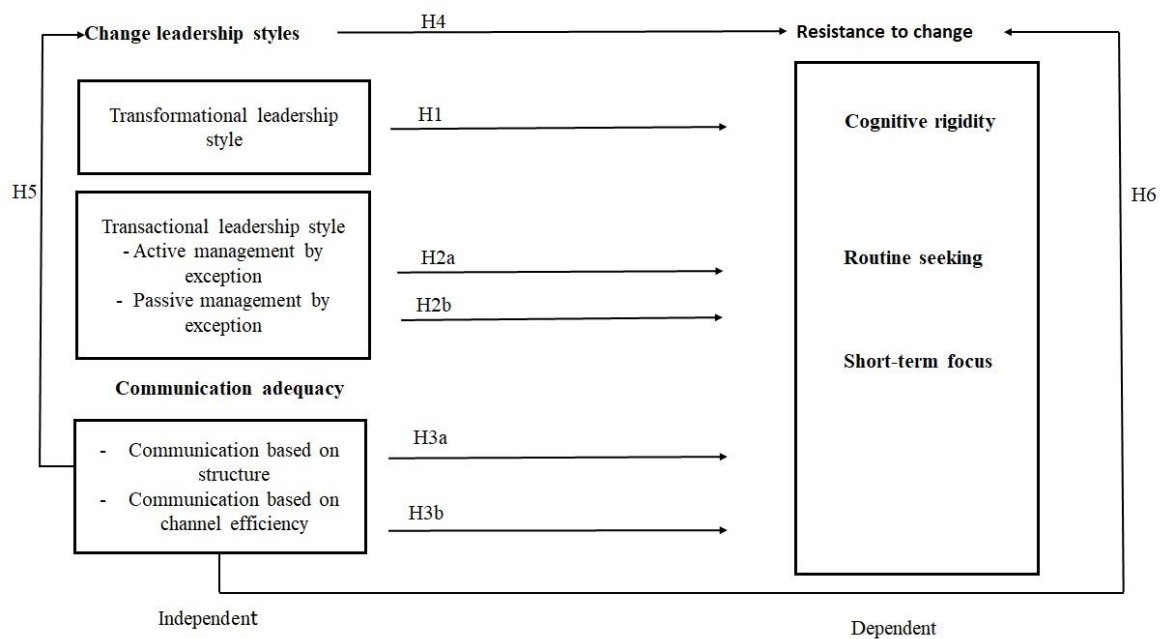


Figure 6. 4 Revised Hypothetical Framework Model

6.15.1 Impact of change leadership style and communication on employee resistance to change

The leadership style in the South African automotive industry tends to be largely transactional. The South African automotive industry exhibits a tight hierarchy that shows respect for leaders. This implies that the relatively strong hierarchy and inequality of power distribution in these automobile companies automatically aligns with the transactional type of leadership. The transactional leaders, with their legitimate power, are likely to utilise an exchange and reward system to increase employee motivation; and are less likely to encourage creativity and reinforce new ways of thinking and working. Regarding the determinant factors of resistance to change (age, gender, and educational level); it is believed that different styles of leadership result in different outcomes.

Communication takes the form of giving directions and orders instead of being supportive and encouraging employees' involvement in the formation of planned change. For the employees, it can be assumed that their preference for novelty is relatively low. The exchange technique might not fully influence employees to make changes and this could potentially result in reactions that can lead to negative outcomes in the organisation.

An emotional reaction in resisting change reflects a lack of psychological adaptability and fear about losing control (Oreg, 2003). Since the organisational structure of these automobile companies

is deeply rooted in this line of command, not only could their employees feel insecure when deviating from a leader's decision-making and opinions, but they also feel uncomfortable introducing change into their work systems.

Following the outlined hypotheses, the study seeks to understand the association between the above-mentioned leadership styles as well as as communication on resistance to change.

6.16 Trustworthiness and credibility of the qualitative study

According to Pilot and Beck (2014:76), "Trustworthiness of a study refers to the degree of confidence in data, interpretation, and methods used to ensure the quality of a study while the credibility of the study gives the confidence in the truth of the study".

Trustworthiness can be established by employing the five main strategies which are; credibility, transferability, dependability, and confirmability (Lincoln and Guba, 1985:98). The strategies are interrelated and rely on each other and ensure that researchers should use the approaches to explore and construct knowledge (Lemon and Hayes, 2013:15). To verify the trustworthiness and credibility of the study, transcripts of the data collected from the in-depth interviews were cross-checked with the recorded interviews of participants. The transcribed pages from 38 interviewees were then uploaded to NVIVO for initial analysis. Conceptual models were then developed based on the themes and constructs generated inductively. The themes were based on the major variables of the study, which included leadership style management; communication management and commitment to change. These variables were represented by mind maps after the data had been coded and thematised (Campbell, Pitt, Parent and Berthon, 2011:56).

The interview transcripts were checked to assess the integrity of the transcription process. To enhance the checking process, the researcher saved all the interview transcripts that had been generated during the study and then subjected them to peer auditing, as suggested by Bryman and Bell (2011:398). The themes generated from the data analysis stage were assessed in line with the research objectives. The assessment of themes was conducted following Lincoln and Guba's (1985:98) approach to thematic analysis. In addition, the themes that emerged from the in-depth interviews were cross-checked interdependently by members of the research team. This was done by the researcher and two research professors who established consensus on the content of the transcripts emerging from the in-depth interviews, as well as the themes that emerged from the analysis. This was important to reduce bias and subjectivity in data analysis.

The trustworthiness of the qualitative study relied on the five criteria established by Lincoln and Guba (1985:99). First, credibility was demonstrated by recording the transcript trail all through the process of the analysis. Next, written transcripts were provided and the themes were coherently reported. To provide confirmability, the mind maps displayed all that was needed. Finally, to realise integrity, the researcher ensured that participants were free to voice their sincere opinions.

6.18 Reliability of the measuring instrument

Reliability is the consistency with which an evaluating tool produces a certain, consistent outcome when the unit being measured has not changed (Leedy and Ormond 2013:91). Cooper and Schindler (2003:31) describe reliability as “the accuracy and the precision of the measurement procedure”. Leedy and Ormond (2010:36) state that “to increase the reliability of an instrument, it must be administered consistently”. In this study, the reliability of the questionnaire was determined using Cronbach’s alpha coefficient which is used to measure the internal reliability of an instrument and is based on the inter-item correlations. If the items are strongly connected, their internal consistency is high, and the alpha coefficient will be close to one. Conversely, if the items are poorly formulated and do not correlate strongly, the alpha coefficient will be close to zero. Guidelines for the interpretation of Cronbach's alpha coefficient have been proposed and the following seem generally accepted by researchers: 0.90 = high reliability; 0.80 = moderate reliability; and 0.70 = low reliability (Pieteran & Maree, 2007: 161).

In this study, internal consistency reliability was used to ascertain the reliability construct. Cresswell (2013:102) states that internal consistency reliability occurs when two or more measurements of the same concept are taken at the same time and then compared to see whether they agree. Thus, the important constructs of reliability were given due recognition in the measuring instrument. The next step was to determine the potential alpha value of the reliability construct by conducting a pilot study which was undertaken in the study with a random sample of twenty (20) respondents. This was used to determine the study’s reliability co-efficient by using Cronbach alpha coefficient test. The SPSS version 21 for Windows was used to determine the coefficient at values between 0.5 and >0.7.

6.19 Limitations of the study

A limitation refers to a factor which can affect the outcomes of a study. This may affect the narrow segment of the total population a researcher intends to study, or it may impact on the

research process which has been designed (Pietersen and Maree, 2007:165). In this study, the major limitation comes from the fact that the researcher is only concentrating on selected motor vehicle companies in the Durban Metropolitan Region.

6.20 Delimitations of the study

This research is a case study of selected automobile companies in Durban. It does not include all the companies in the geographical area. Only the selected companies were willing to avail themselves and share their experience with change management issues and challenges (Sekaran and Bougie, 2014:124). Also, the study excludes other provinces. A major limitation of the study is that the data collection was through a self-completed questionnaire, over which the researcher had no control.

6.21 Elimination of bias

According to Hammersly and Gomm (2007:11) “Bias is understood as a topic from an angle so that only some things become important or more commonly to a systematic error, that is, deviation from a true score which is a valid measurement of some phenomena.”

For this study, bias might be expected from the following:

- In the case of the qualitative approach, tape/video recording the participants during the interviews might have biased respondents’ answers because they knew their voices were being recorded, so their anonymity was not fully preserved. For this reason, the researcher took notes instead of video recordings.
- In the case of the quantitative approach, the participant’s responses to the questions in the questionnaire might be biased, depending on their mood at that moment (Sekaran and Bougie, 2011:149). However, the researcher had no control over this.
- In the case of both the quantitative and qualitative approaches, participants might have been ill or not at work on the day of the interview and when the questionnaires were administered. However, the researcher ensured a follow-up and returned on a better date and at a more convenient time, thus accommodating the participants.

6.22 Anonymity and confidentiality

There are three (3) instruments designed to address anonymity and confidentiality in the study. They are as follows:

6.22.1 Gatekeeper's letter:

This letter sought permission from the authorities to conduct the research. The gatekeeper's letter in this research was addressed to the six (6) selected automobile companies requesting their permission to conduct research on their managers and employees. This letter included the aims and objectives of the research; guaranteed voluntary participation; and outlined the benefits of the research, and how anonymity and confidentiality would be guaranteed. This letter is attached as Annexure A.

6.22.2 Letter of information:

This letter was used to recruit participants for the research. In this letter, officials were requested to take part of the research (participants). The aims and objectives of the research; guaranteed voluntary participation; and the benefits of the research, and how anonymity and confidentiality would be guaranteed, were also discussed. This letter is attached as Annexure B.

6.22.3 Consent (form) letter:

This is the form where participants agreed to participate in the research. Like the information letter, this form also included the aims, objectives, and benefits of the study. It also addressed about voluntary participation and how anonymity and confidentiality were ensured. This form is attached as Annexure C. These three instruments all emphasise voluntary participation, anonymity and confidentiality.

6.22.4 Anonymity

This refers to the protection of the identities of the participants in the study. To ensure anonymity in this research, instruments such as a consent form, attached as Annexure C, were used. In this letter, participants are asked not to write their names anywhere in the data collection tools.

6.22.5 Confidentiality

Confidentiality refers to the protection of the information provided by the participants in the study. To ensure confidentiality, Annexures A, B, and C (gatekeeper's letter, letter of information and consent form) assured the participants that no information would be publicly disclosed.

6.23 Ethical consideration

Resnik (2015: 1) discusses several norms for research which are vital for promoting moral and social values. Unethical research can be harmful to human and animal subjects. This implies that a researcher who fails to apply the ethical guidelines might be causing harm to the participants involved in the research. There are several reasons why it is important to adhere to ethical norms in research. Firstly, norms promote the aims of research such as knowledge, truth and avoidance of error. Secondly, since research often involves a great deal of co-operation and co-ordination amongst many different people in different disciplines, ethical standards enhance the values that are essential for collaborative work, such as trust, accountability, mutual respect and fairness. Thirdly, many of the ethical protocols help to ensure that the researcher can be held accountable to the public.

According to Berinsky, Margolis, Sances and Warshaw (2021:430) active respondents increase the correlations and validations in findings from the questionnaires. In essence, respondents may have several questions regarding the research in which they have been asked to participate. For this reason and to orientate the respondent to the research and the questionnaire, a covering letter (Annexure B) was attached to each questionnaire to introduce the respondent to the research.

Frick and Frick (2010:123) identify several aspects, such as the topic; the need for investigation; anonymity; confidentiality; and ethical protocols, all of which were included in the covering letter to address the ethical considerations and transparency. According to Andrew and Halcomb (2009:139), respondents' rights to self-determination and full disclosure should be reinforced by the researcher.

This research aligns with the code of ethics proposed by NADA (National Automobiles Dealers Association) in South Africa (www.nada.ethics.co.za). Research ethics are concerned with a code of how to conduct scientific research in a morally acceptable way. Ethical consideration is mentioned throughout the research process, as the protection of the participants is most important. The Durban University of Technology (DUT) divides research ethics into three categories. This research lies in Category 2. Category 2 involves the collection of primary data and there are limited

risks, such as conflicts of interest. This study took ethical considerations very seriously since unethical research has been conducted. Hence, ethical guidelines were followed in all stages of the research: the conceptualisation of the study; the recruitment of participants; the measurement of data; the release of results; and, finally, the protection of confidentiality and anonymity.

6.24 Conclusion

This chapter discussed the methodological phase of the study. It comprises the methods of data collection; the study setting; sample size; the pilot survey; the questionnaire design; the framework of the hypotheses; anonymity; validity; reliability; and general constructs of variables developed for the study. The present study is grounded on the principles of pragmatism which combines the post-positivist and constructivist paradigms. In terms of methodology, the study follows the convergent mixed-methods approach that builds on the strength of qualitative and quantitative methods and minimises their inherent shortcomings. The mixed-methods approach results in the collection of rich data sets with the potential to address the research problem. The statistical package for the social sciences (SPSS) and thematic analysis were employed for data analysis. The chapter concluded by discussing the approaches to enhancing reliability and validity. The next chapter reports on the findings that emanated from the study.

CHAPTER SEVEN

PRESENTATION AND ANALYSIS OF DATA

7.1 Introduction

The previous chapter discussed the methodology that was used in conducting the study. This chapter presents the outcomes of the data-gathering process, reports the results, and discusses the findings obtained from the questionnaires and semi-structured interviews. In total, 270 questionnaires were dispatched and 170 were returned, which gave an average response rate of 67% (63% for the quantitative study and 93% for the qualitative study). The minimum response rate of 70% was almost met, and coupled with the support of the qualitative data; there is enough justification for using the data (Sekaran and Bougie, 2016:167). For the qualitative aspect of the study, 30 managers were selected for the study, of which 28 were interviewed successfully, which compensates for the limitation of the quantitative study.

This chapter presents the outcomes and discusses the results obtained from the questionnaires and semi-structured interviews in this study. The questionnaire was used for data collection and was disseminated to employees at the selected automobile dealerships in the KZN region. The data collected from the responses were analysed with SPSS version 24.0, in line with the objectives outlined in Chapters 1 and 5. The results for the quantitative study were presented in descriptive, inferential, and correlational statistics. The structured equation model (SEM) was also employed. The descriptive statistics were in the form of graphs, cross-tabulations and other figures for the quantitative data that were collected. Inferential techniques include the use of correlations and chi-square tests, multiple regression tests which are interpreted using the p-values.

The results for the qualitative study, on the other hand, were presented in the form of thematic analysis in which data gathered from interviews were transcribed, coded, categorised, and further grouped into themes through the application of NVIVO software. This facilitated the theoretical constructs for the qualitative phase of the study.

7.2 Descriptive statistics of employees from the questionnaire

Descriptive statistics describe the phenomenon of interest and is a method used to analyse data by classifying and summarising numerical data (Sekeran, 2015:131). Descriptive statistics consists of

pie charts, bar graphs and comparative analysis tables, depicting the analysed data. In this section of the data presentation, the biographical data of the participants are presented as follows:

7.2.1 Biographical information

This section summarises the biographical characteristics of the participants. The participants are employees of motor dealership companies within the Durban Metropolitan Region.

7.2.2 Age distribution of employees

Table 7.1 shows the age distribution of the participants. The largest group (47.1%) of the respondents are between 25 and 34 years old; 23.5% are between 35 and 44 years; 11.8% are between 45 and 54 years; 10% are between 18 and 24 years; and 7.6% are 55 or 56 years old.

Table 7. 1: Respondents' age group distribution

		Frequency	Percent
Age group	18- 24	17	10.0
	25-34	80	47.1
	35-44	40	23.5
	45-54	20	11.8
	55-64	13	7.6
	Total	170	100.0

7.2.3 Gender

As shown in Table 7.2, below, there were slightly more males (57.6%) than females (42.4%).

Table 7. 2: Respondents' gender

		Frequency	Percent
Gender	Male	98	57.6
	Female	72	42.4
	Total	170	100.0

7.2.4 The racial profile of employees

Table 7.3 describes the racial profile of the participants. It was observed that 43 of the respondents (25.3%) were African; 14 (8.2%) were coloured; 77 respondents (45.3%) were Indian; and 36 (21.2%) were white. Overall, the Indian (45.3%) participants were in the majority, with coloureds making up the lowest (8.2%) number of participants, in terms of their racial group.

Table 7. 3:Racial group

		Frequency	Percent
Race	African	43	25.3
	Coloured	14	8.2
	Indian	77	45.3
	White	36	21.2
	Total	170	100.0

7.2.4 Tenure of work

The participant's tenure of work is given in Figure 7.1. Of the participants, 60.6% have worked for between 0 and 5 years; while very few (2.4%) have been in their jobs for between 16 and 20 years. This suggests that most of the participants have less than ten years' work experience.

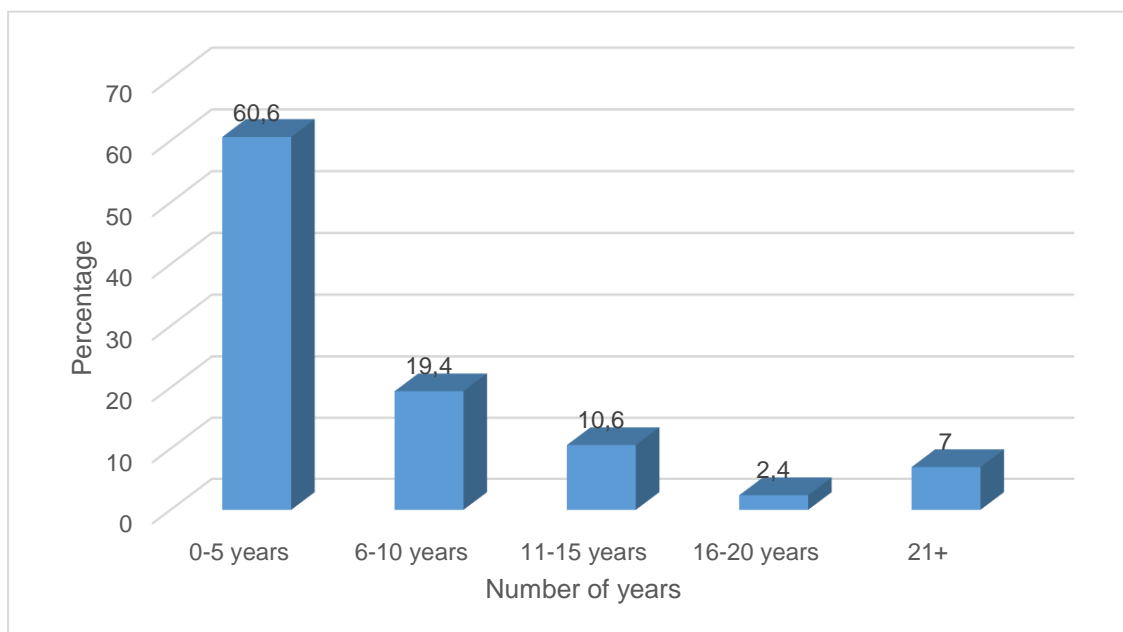


Figure 7. 1: Participant's tenure of work

7.2.4 Department

The work departments of the participants are shown in Figure 7.2. The largest group of participants (40.0%) were in new car sales; while 24.7% were in used car sales; 15.9% of the participants were in service departments; 4.1% in the motor spares departments; and 14.7% in the finance departments.

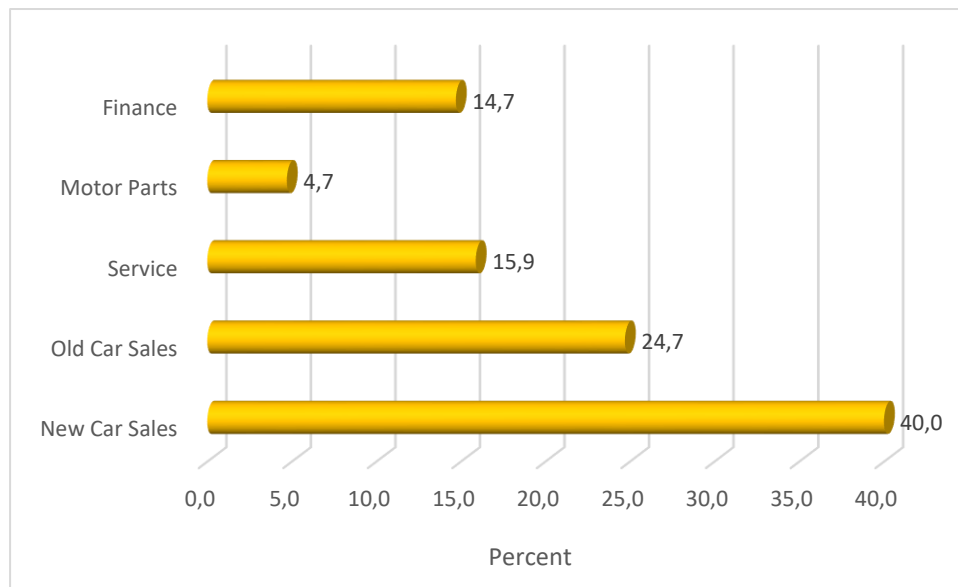


Figure 7. 2: Participant's department of work

7.2.5 Educational level

As shown in Table 7.4, most of the participants had matric as their highest level of education (84.7%); while very few (0.6%) had been educated below matric level.

Table 7. 4: Participants' level of education

		Frequency	Percent
Level of education	Below matric	1	0.6
	Matric	144	84.7
	Diploma	21	12.4
	Degree	4	2.3
	Total	170	100.0

7.3 Factor analysis

Factor analysis is a statistical method which aims at data reduction. The distinctive use of factor analysis is in survey research, where a researcher intends to represent numerous questions with an insignificant number of hypothetical features (Watkins, 2018:219). A typical use of factor analysis is in survey research where a researcher intends to answer several questions with a small number of hypothetical options. In this study, it is worth highlighting that factor analysis was performed and analysed as follows:

- The main component analysis that was employed was the abstraction method; and the rotation method was Varimax with Kaiser Normalisation.
- Factor analysis/loading showed inter-connections between variables.
- Items of questions were loaded with similar measurements, along with a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along with the various components.

The matrix tables are shown in a summarised table that replicates the outcomes of the KMO and Bartlett's tests. The condition is that the Kaiser-Meyer-Olkin measure of sampling adequacy should be more than 0.50; and Bartlett's test of sphericity less than 0.05. The matrix tables highlighted in Table 7.1 reflect the results of the Kaiser-Meyer-Olkin measure of sampling adequacy, as well as Bartlett's test of sphericity. The Kaiser-Meyer value exceeds the recommended value of 0.5 (Field 2007: 640) and Bartlett's test of sphericity was statistically significant, which suggests that variables were unrelated and further statistical analysis is possible (Table 7.5).

Table 7.5 below presents the constructs as well as the measure of sample and Bartlett's test of sphericity.

Table 7. 5:KMO and Bartlett's Test

Constructs	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity
Leadership style	.915	.000

Communication	.888	.000
Resistance to change	0.920	.000

7.3.1 Validating leadership style constructs

Using the eigenvalues greater than one, the PCA for the extracted items for the leadership style constructs revealed a three-factor dimension explaining 68.1% of the total variance (Table 7.6).

Table 7.6 below presents the factor loading for leadership style construct.

Table 7. 6:Factor loading for leadership style constructs

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.992	49.959	49.959	9.992	49.959	49.959	7.731	38.654	38.654
2	2.301	11.506	61.465	2.301	11.506	61.465	3.459	17.297	55.951
3	1.323	6.616	68.081	1.323	6.616	68.081	2.426	12.130	68.081
							Component		
							1	2	3
IM2	Transformational leadership	0.961					.880		
ID3							.880		
IM1							.876		
ID1							.865		
IM3							.844		
ID2							.830		
IS3							.780		
IS1							.771		
IS2							.751		
IC1							.728		
IC2									
AM2	Transactional leadership (Active management)	0.850						.745	
CR3								.742	
AM1								.724	
CR2								.663	
CR1								.568	

PM3	Transactional leadership (Passive management)	0.736			.857
PM2					.814
PM1					.678
AM3				.523	.537
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 5 iterations.					

Overall, three factors emerged. Factor 1 contained 10 items under the dimension transformational leadership. The factor loading below 0.5 as well as cross loading factors were dropped from further analyses. Factor 2 contained five items categorised under transactional leadership style (active management) dimensions. Factor 3 had three items categorised under transactional leadership style (passive management) dimension. Cronbach's alpha score for the three dimensions was above the recommended value of 0.70. This suggests that the factors which emerged have good reliability.

Confirmatory factor analysis (CFA) was further used to validate the EFA analysis. The model revealed a good fit to the data (Chi Square=253.478; df=123; $p < 0.001$; cmin/df=2.061; RMSEA=0.079; CFI=0.951; TLI=0.939; IFI=0.951). As shown in Figure 7.3, all items loaded significantly on their hypothesised latent constructs that demonstrate a construct's validity. In this study, the convergent validity was assessed using the average variance extracted (AVE). A standardised factor loading with a value of 0.50 or higher provides strong evidence of convergent validity (Hair et al. 2010). As shown in Table 7.7, the average variance extracted (AVE) had factor loadings above the recommended value, which suggests adequate convergent validity for transformational leadership style, transactional leadership style (active management), and transactional leadership style (passive management).

Discriminant validity, on the other hand, was assessed using maximum shared square variance (MSM) and average squared variance (ASV). Based on the rule of thumb, the AVE value should be greater than the MSV and ASV values (Mimouni-Chaabane & Volle, 2010:34). In Table 7.7, the AVE values for the three dimensions were greater than the measured MSV and ASV values, which thus supports discriminant validity for the leadership style constructs.

Table 7. 7: Convergent and discriminant validity for leadership style dimensions

	CR	AVE	MSV	MaxR(H)	Transactional leadership style (Active management)	Transformational leadership style	Transactional leadership style (Passive management)
Transactional leadership style (Active management)	0.873	0.584	0.523	0.897	0.764		
Transformational leadership style	0.961	0.712	0.523	0.968	0.723	0.844	
Passive (Passive management)	0.769	0.616	0.143	1.730	0.378	0.297	0.785

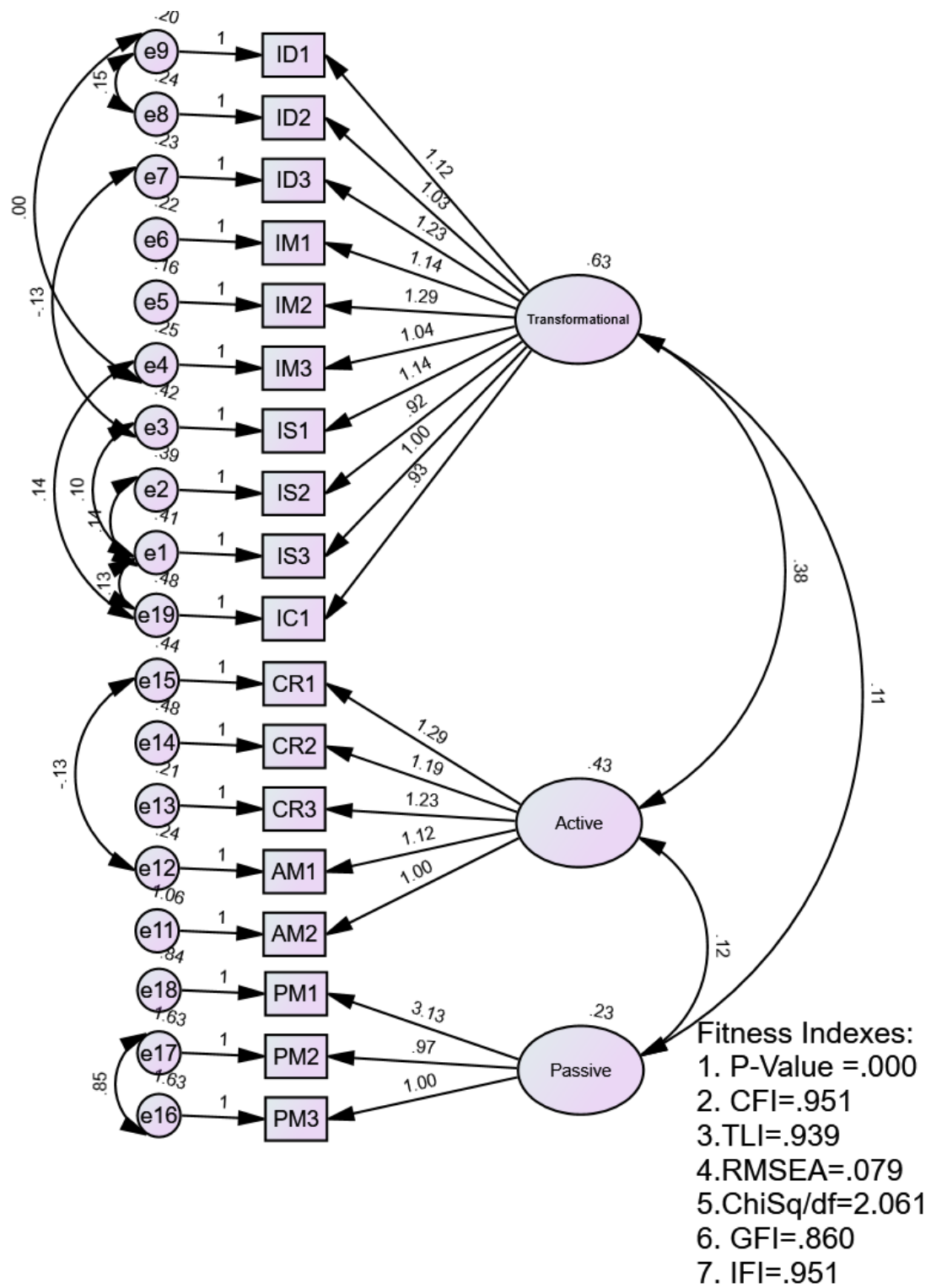


Figure 7. 3: CFA model for leadership style construct

7.3.2 Validating communication adequacy construct

Using the eigenvalues greater than one, the PCA for the extracted items for communication adequacy constructs yielded a two-factor dimension explaining 68.4% of the total variance (Table 7.8).

Table 7. 8: Factor loading for communication adequacy construct

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.648	58.833	58.833	7.648	58.833	58.833	4.542	34.942	34.942
2	1.250	9.616	68.449	1.250	9.616	68.449	4.356	33.506	68.449

	Factor	Reliability	Component	
			1	2
Q5	Communication adequacy based on structure	0.893	.861	
Q4			.860	
Q3			.744	
Q6			.739	
Q9			.658	.510
Q7			.638	
Q2			.629	
Q12	Communication adequacy-based channel efficiency	0.911		.880
Q11				.880
Q10				.823
Q13				.677
Q8				.651
Q1				.634

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Overall, two factors emerged. Factor 1 contained six items under the dimension of communication adequacy on the structure. Kindly note that item 9 was dropped from further analysis due to cross loading. Factor 2 contained six items categorised under the communication adequacy-based channel efficiency dimension. The Cronbach's alpha score for the two dimensions was above the recommended value of 0.70. This suggests that the factors which emerged have a good reliability.

Confirmatory factor analysis (CFA) was further used to validate the EFA analysis. The model revealed a good fit to the data (Chi Square=107.946; df=48; $p < 0.001$; cmin/df=2.246; RMSEA=0.086; CFI=0.964; TLI=0.952; IFI=0.965). As shown in Figure 7.4, all items loaded significantly on their hypothesised latent constructs that demonstrate a construct's validity. As explained above, the standardised factor loading with a value of 0.50, or higher, provides strong evidence of convergent validity. As shown in Table 7.9, the average variance extracted (AVE) had factor loadings above the recommended value, which suggests adequate convergent validity for the two dimensions. However, the AVE values for the two dimensions were lower than the measured MSV and ASV values, thus failing to support discriminant validity for the communication adequacy constructs.

Table 7. 9: Convergent and discriminant validity for the communication adequacy construct

	Convergent validity	Discriminant validity	
	AVE	MSM	ASV
Communication adequacy based on structure	0.576	0.682	1.023
Communication adequacy based on channel efficiency	0.628	0.682	1.023

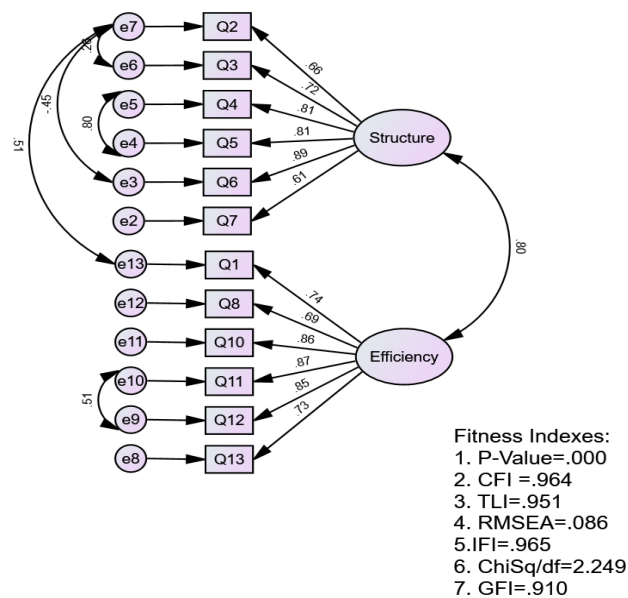


Figure 7. 4: CFA model for communication adequacy construct

7.3.3 Validating resistance to change constructs

Using the eigenvalues greater than one, the PCA for the extracted items for resistance to change style constructs reveals a three-factor dimension explaining 68.5% of the total variance (Table 7.10).

Table 7. 10: Factor loading for resistance to change constructs

Total Variance Explained									
Compo- nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumula- tive %	Total	% of Variance	Cumula- tive %	Total	% of Variance	Cumula-tive %
1	8.762	51.540	51.540	8.762	51.540	51.540	4.292	25.246	25.246
2	1.748	10.284	61.824	1.748	10.284	61.824	4.263	25.079	50.325
3	1.129	6.644	68.468	1.129	6.644	68.468	3.084	18.143	68.468
	Factor		Reliability		Component				
					1	2	3		
Q9	Cognitive rigidity		0.905		.783				
Q10					.776				
Q12					.770				
Q11					.755				
Q13					.686				
Q14					.573		.534		
Q5	Routine seeking		0.900			.803			
Q3						.720			
Q6						.686			
Q2						.682			
Q4						.658			
Q1						.604			
Q7						.591			
Q17	Short-term focus		0.839				.845		
Q16						.810			
Q15						.788			
Q8						.506			
Extraction Method: Principal Component Analysis.									
Rotation Method: Varimax with Kaiser Normalization.									
a. Rotation converged in 6 iterations.									

Overall, three factors emerged. Factor 1 contained five items categorised under the dimension ‘cognitive seeking’. Factor 2 contained seven items under the dimension ‘routine seeking’. Factor

3 contained four factors under the dimension ‘short-term focus’. The Cronbach’s alpha score for the three dimensions was above the recommended value of 0.70. This suggests that the factors which emerged have good reliability. Item Q14 had a cross loading and was dropped from further analysis.

Confirmatory factor analysis (CFA) was further used to validate the EFA analysis. The model revealed a good fit to the data (Chi Square=210.331; df=96; $p < 0.001$; cmin/df=2.191; RMSEA=0.084; CFI=0.941; TLI=0.926; IFI=0.941). As shown in Figure 7.5, all items loaded significantly on their hypothesised latent constructs that demonstrate a construct's validity. As explained above, a standardised factor loading with a value of 0.50 or higher, provides strong evidence of convergent validity. As shown in Table 7.11, the average variance extracted (AVE) had factor loadings above the recommended value, which suggests adequate convergent validity for the three dimensions. The value measured for, routine seeking, short term-focus and cognitive rigidity provides evidence for discriminant validity.

Table 7. 11: Convergent and discriminant validity for resistance to change construct

	CR	AVE	MSV	MaxR(H)	Routine seeking	Cognitive Rigidity	Short-term focus
Routine Seeking	0.904	0.581	0.553	0.921	0.962		
Cognitive Rigidity	0.914	0.683	0.653	0.933	0.808	0.827	
Short-term focus	0.830	0.552	0.429	0.849	0.655	0.561	0.743

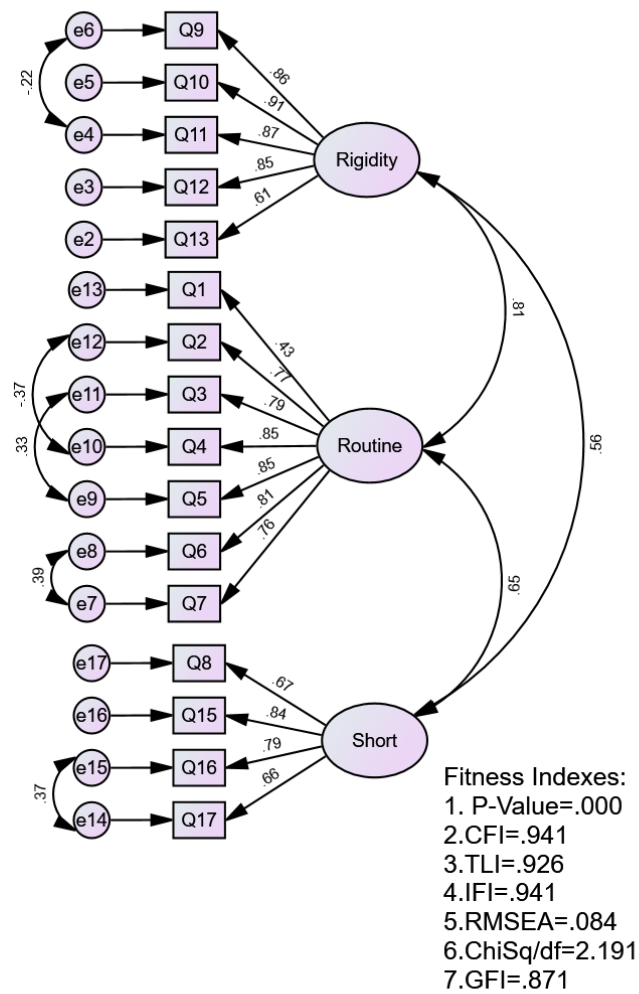


Figure 7.
resistance

5: CFA model for
to change construct

7.4 Objective section analysis

The objective section presents the scoring patterns of the respondents per variable per section. To achieve the objectives of this study, each of the constructs that constitute the questionnaire (leadership, communication adequacy and resistance to change) was analysed separately. The results were first obtained using brief proportions for the variables that constitute each segment. Outcomes were further investigated accordingly. To ascertain whether the scoring patterns per report were different for each option, a one-sample t-test was conducted. The highlighted significant values (p-values) were below 0.05 (the level of significance), so the dissemination was not the same. This implies that the differences in the way respondents scored (strongly disagree, disagree, uncertain, agree, and strongly agree) were substantial.

For ease of interpretation, it is worth highlighting that positive answers (agree and strongly agree) were collapsed to form a positive level of agreement; while negative answers (disagree or strongly disagree) were also collapsed to form a negative level of agreement. The results were presented using the mean scores and the mean was tested relevant to the middle score of 3 (in the five-point Likert scale), using the binomial test. Mean values significantly greater than 3 imply a trend towards agreement; whilst values less than 3 tend towards disagreement.

The coding table, shown below, grouped the following sections used for the study. Table 7.12 describes the first factor, which are change leadership styles (transactional and transformational leadership styles). Table 7.16 describes the second theme, which is referred to as communication adequacy. Table 7.18 describes the third theme, referred to as resistance to change.

The variables of the study, which are also in line with the objectives of the study, will be fully analysed and discussed below.

7.4.1 Objective 1

Perceptions of respondents regarding change leadership style at selected automobile companies in the DMR, KwaZulu-Natal

The table below summarises the scoring patterns.

Table 7. 12: Scoring patterns for change leadership styles:

		N	Minimum	Maximum	Mean	Std. Deviation	Binomial-Test p-value (compared to 3)
It feels good to work with my manager	B1a1	170	1.00	5.00	4.2118	0.99815	0.000
I am proud to be associated with my manager	B1a2	170	1.00	5.00	4.2294	0.95475	0.000
My manager's values and beliefs are very impressive and understood	B1a3	170	1.00	5.00	4.1412	1.08952	0.000
I am encouraged by my manager to utilise the best of my skills to full capacity	B1b4	170	1.00	5.00	4.2118	1.02737	0.000

I have been assisted by my manager to find meaning in my work in congruence with any change implementation	B1b5	170	1.00	5.00	4.0647	1.10483	0.000
I am compelled to understand the articulated vision of any change implementation and its process	B1b6	170	1.00	5.00	4.0529	0.96851	0.000
My manager had enabled me to think about old problems in new ways/dimensions	B1c7	170	1.00	5.00	3.9882	1.11995	0.000
I am provided with new ways of looking at puzzling things	B1c8	170	1.00	5.00	3.9824	0.96368	0.000
I am encouraged to rethink ideas that have never been questioned before	B1c9	170	1.00	5.00	3.9824	1.04045	0.000
I am aware and updated as to how I am coping with my job and attention is given to our work conditions	B1d10	170	1.00	5.00	4.1118	1.01724	0.000
Personal attention for staff feeling rejected	B1d11	170	1.00	5.00	3.5588	1.28697	0.192
Staff are told what to do if they want to be rewarded	B2a12	170	1.00	5.00	4.0647	1.08319	0.000
Staff are subjected to rewards / recognition when they reach their goals	B2a13	170	1.00	5.00	4.1353	1.04878	0.000
Staff clarify their responsibilities for target achievement	B2a14	170	1.00	5.00	4.2294	0.92963	0.000
My manager is satisfied when I	B2b15	170	1.00	5.00	4.2529	0.88419	0.000

meet the agreed standard							
Staff are told the agreed standard and expected to carry out their work	B2b16	170	1.00	5.00	4.2412	0.90727	0.000
Nothing remains changed by the management if things are working well	B2b17	170	1.00	5.00	3.8529	1.11292	0.000
The management is content with staff working in the usual way as always	B2c18	170	1.00	5.00	3.6882	1.17789	0.000
The management is fine with whatever staff want to do	B2c19	170	1.00	5.00	2.8176	1.36166	0.000
The management cares less about what staff does unless the work is essential	B2c20	170	1.00	5.00	2.9353	1.36804	0.000

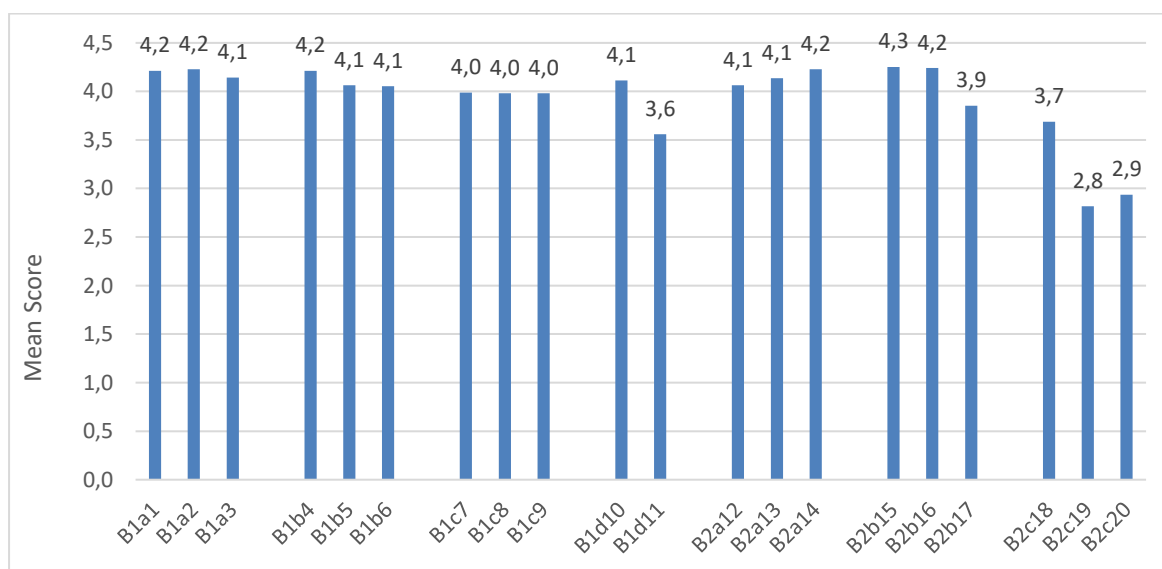


Figure 7. 6: Graphical representation of scoring patterns for change leadership

The following patterns are observed from Figure 7.6 above:

- There are similar and high levels of agreement for all sections except B1d11, B2c19 and B2c20 (individualized consideration and passive management-by-exception).
- Some statements show (significantly) higher levels of agreement, whilst other levels of agreement are lower (but still greater than levels of disagreement).
- B1d11 has a p-value of 0.192. This means that many supported the statement and some disagreed.
- The significance of the differences has been tested and is shown in the table.

To determine if the scoring patterns per statement were meaningfully diverse, a binomial test was employed using a mean of 3 as a cut-off reference. Values greater than 3.5 implied agreements, whilst those less than 2.5 implied disagreements. The highlighted sig. values (p-values) are less than 0.05 (the level of significance). This means that the dissemination did not maintain a mean of 3; that is, the difference from 3 was significant (The direction of the mean indicates agreement or disagreement).

Only B1d11 showed no significant deviation from 3 ($p = 0.192$).

Of the staff, 24.7% were not sure if management cared about their work, unless it is essential. While 20% strongly disagreed with this fact, 19.4% of the staff disagreed with the statement. However, 18.8% agreed and 17.1% strongly agreed.

7.4.1.1 Participants' perceptions of a transformational leadership style

This section assesses the the questions that describe the transformational leadership style.

As shown in Table 7.13, below, the one-sample t-test indicates that the perceptions of the participants regarding the construct 'idealised influence' of the transformational leadership style were statistically significant ($p < 0.001$). For example, there was a positive level of agreement (81.2%) when the participants were asked ((B1a1) whether it felt good to be working with their manager (31.8% agreed; 49.4% strongly agreed). Similar high positive levels of agreement were measured with regards to the statement 'I am proud to be associated with my manager'" (80.6%) and 'My manager's values and beliefs are very impressive and understood' (78.8%).

In terms of the perceptions of the construct 'inspiration motivation' in the transformational leadership style, the one-sample t-test revealed statistical differences in the participants' views

($p < 0.001$). This suggests that the scoring patterns of the participants regarding the influence of inspiration motivation on transformational leadership were not the same. For instance, concerning the statement (B1b4): ‘I am encouraged by my manager to utilise the best of my skills to full capacity’, it was observed that the majority (81.2%) of the participants agreed (30.0% agreed and 51.2% strongly agreed) that they were encouraged by their manager to utilise their best skills to full capacity. This suggests that the participants were confident in the commitment of the managers to their work. Similarly, it was observed that a large proportion agreed (30.6% agreed; 45.3% strongly agreed) with the statement: ‘I have been assisted by my managers to find meaning in my work in congruence with any change implementation’ (B1b5). This suggests that more participants (75.9%) were confident of the support and assistance of their managers to carry out their work. Given the high number of participants who expressed confidence in the commitment and support of their managers, it was not surprising that more than half (77.0%) of the participants agreed (39.4% agreed; 37.4% strongly agreed) that they were compelled to understand the articulated vision of any change implementation and its process (B1b6).

Regarding the perceptions of the construct ‘intellectual stimulation’ in transformational leadership style, the one-sample tests showed a statistically significant difference in terms of the scoring patterns of the participants ($p < 0.001$). When asked to indicate their level of agreement or disagreement with the statement (B1c7) ‘My manager has enabled me to think about old problems in new ways/dimensions’, it emerged that a higher number (71.8%) of the participants agreed (29.4% agreed; 71.8% strongly agreed) with the statement. Equally important, a similar number (73.5%) of the participants also agreed (39.4% agreed; 34.1% strongly agreed) that they were provided with new ways of looking at puzzling things (B1c8). As expected, a high number of the participants agreed (35.3% agreed; 37.6% strongly agreed) with the statement; ‘I am encouraged to think ideas that have never been questioned before’ (B1c9). Overall, this construct suggests that the transformational leadership style of the manager promotes intellectual creativity, which was acknowledged by the majority (72.9%) of the participants. Additionally, and regarding the construct ‘individual consideration’ in transformational leadership, it emerged that the scoring patterns of the participants were statistically different ($p < 0.001$). As shown in Table 7.13, it can be gleaned that there was highly (81.8%) positive agreement (40.0% agreed; 41.8% strongly agreed) amongst the participants regarding the statement ‘I am aware and updated as to how I am coping with my job and attention is given to our work conditions’ (B1d10). In addition, 25.9% of the participants remained neutral about the statement: ‘personal attention for staff feeling rejected’

(B1d11). More than half (55.3%) of the participants agreed that staff members do not receive personal attention, suggesting the absence of favouritism and familiarity in dealings with staff.

Table 7. 13: Perceptions of the transformational leadership style

Construct	Question	No	Likert scale					Mean	Std.	T-test value	P-value
			SD	D	Neutral	A	SA				
Transformational leadership	B1a1	170	3.5%	2.4%	12.9%	31.8%	49.4%	4.211	0.998	55.016	0.000
	B1a2	170	1.8%	4.1%	13.5%	30.6%	50.0%	4.23	0.955	57.758	0.000
	B1a3	170	4.1%	5.9%	10.6%	30.6%	48.8%	4.14	1.090	49.558	0.000
	B1b4	170	2.9%	5.3%	10.6%	30.0%	51.2%	4.21	1.027	53.452	0.000
	B1b5	170	4.1%	6.5%	13.5%	30.6%	45.3%	4.06	1.105	47.969	0.000
	B1b6	170	2.4%	4.7%	15.9%	39.4%	37.6%	4.05	0.969	54.562	0.000
	B1c7	170	4.1%	7.1%	17.1%	29.4%	42.4%	3.99	1.120	46.431	0.000
	B1c8	170	1.8%	5.9%	18.8%	39.4%	34.1%	3.98	0.964	53.880	0.000
	B1c9	170	2.9%	6.5%	17.6%	35.3%	37.6%	3.98	1.040	49.905	0.000
	B1d10	170	3.5%	5.3%	9.4%	40.0%	41.8%	4.11	1.017	52.702	0.000
	B1d11	170	10.6%	8.2%	25.9%	25.3%	30.0%	3.56	1.287	36.055	0.000

7.4.1.2 Participants' perceptions of transactional leadership style (active management)

The previous section revealed that a transformational leadership style amongst the employees of motor companies. This section assesses the perceptions of employees of the selected motor

companies on the influence of a transactional leadership style (active management by exception). As indicated by the level of significance, the one-sample test revealed that the participants' scoring patterns regarding the constructs highlighted in Table 7.14 were statistically significant ($p < 0.001$). This suggests that the participants' perceptions of a transactional leadership style by active management differ.

Regarding the construct that addresses the contingent reward, it was observed that the overwhelming majority (80.6%) of the participants agreed (39.4% agreed; 41.2% strongly agreed) with the statement: 'Staff are told what to do if they want to be rewarded' (B2a12). Similarly, the majority (80.0%) of the participants agreed (34.1% agreed; 45.9% strongly agreed) that 'Staff is subjected to rewards/recognition when they reach their goals' (B2a13). In addition, a large proportion (85.3%) was also in agreement (38.8% agreed; 46.5% strongly agreed) with the statement that 'staff clarifies their responsibilities for target achievement' (B2a14). The high level of positive agreement in this construct suggests that contingent reward promotes and influences productivity amongst the motor company's employees. In terms of the construct that addresses the influence of active management exception, it can be seen in Table 7.14 that there was a high level of agreement amongst the participants. For example, 85.3% of the participants agreed (38.8% agreed; 46.5% strongly agreed) with the statement that 'My manager is satisfied when I meet the agreed standard' (B2b15). Significantly, it emerged that the majority (83.6%) of the participants agreed (37.1% agreed; 46.5% strongly agreed) with the statement that 'staffs are told the agreed expectation to carry out their work' (B2b16).

Table 7. 14: Perceptions of a transactional leadership style (active management)

Construct	Question	No	Likert scale					Mean	Std.	T-test	P-value
			SD	D	Neutral	A	SA			Value	
Transactional leadership style (active management)	B2a12	170	5.3%	4.7%	9.4%	39.4%	41.2%	4.06	1.083	48.927	0.000
	B2a13	170	4.1%	4.1%	11.8%	34.1%	45.9%	4.14	1.049	51.410	0.000
	B2a14	170	1.8%	5.3%	7.6%	38.8%	46.5%	4.23	0.930	59.319	0.000
	B2b15	170	1.8%	2.9%	10.0%	38.8%	46.5%	4.25	1.884	62.714	0.000
	B2b16	170	1.8%	3.5%	10.6%	37.1%	46.5%	4.30	1.225	45.759	0.000

7.4.1.3 Participants' perceptions of a passive management leadership style

This section assesses the perceptions of employees of the selected motor companies on the influence of passive management-by-exception.

As indicated by the level of significance, the one-sample test revealed that the participants' scoring patterns regarding the constructs highlighted in Table 7.15 were statistically significant ($p < 0.001$). This suggests that the perceptions of a passive management leadership style differ amongst the participants. A majority (70.0%) of the participants positively agreed (37.6% agreed; 32.4% strongly agreed) that nothing is changed by the management if things are working well (B2b17). More than half (65.2%) of the participants agreed (37.6% agreed; 27.6% strongly agreed) with the statement (B2c18) that 'the management is content with staff working in the usual way as always'.

On the other hand, it emerged that nearly half (43.6%) of the participants disagreed (22.4% strongly disagreed; 21.2% disagreed) with the statement (B2c19) that 'management is fine with whatever staff wants to do'; with 23.5% remaining neutral. Equally, 24.7% of the participants remained neutral about the statement: 'The management cares less about what staff does unless the work is essential', while others (39.4%) disagreed (20.0% strongly disagreed; 19.4% disagreed). This suggests that, although management encourages ingenuity amongst their employees, they do not turn a blind eye to their activities regarding the carrying out of work functions

Table 7. 15: Perceptions of a passive management leadership style

Construct	Question	No	Likert scale					Mean	Std.	T-test	P-value
			SD	D	Neutral	A	SA			Value	
Passive management	B2b17	170	5.9%	5.3%	18.8%	37.6%	32.4%	3.85	1.113	45.139	0.000
	B2c18	170	6.5%	11.2%	17.1%	37.6%	27.6%	3.69	1.178	40.826	0.000
	B2c19	170	22.4%	21.2%	23.5%	18.2%	14.7%	2.82	1.362	26.980	0.000
	B2ac20	170	20.0%	19.4%	24.7%	18.8%	17.1%	2.94	1.368	27.975	0.000

7.4.2 Objective 2

Perceptions of respondents regarding communication adequacy at selected automobile companies in DMR, KwaZulu-Natal

Table 7. 16: Scoring patterns for communication adequacy

		N	Minimum	Maximum	Mean	Std. Deviation	Binomial-Test p-value (compared to 3)
Changes in my job duties	Ca1	170	1.00	5.00	3.8941	1.15152	0.000
Changes in organisational rules and policies	Ca2	170	1.00	5.00	3.8000	1.16457	0.000
Changes in pay and benefits	Ca3	170	1.00	5.00	3.6353	1.27653	0.000
How technological changes affect my job	Ca4	170	1.00	5.00	3.8059	1.11630	0.000
How technological changes affect my job	Ca5	170	1.00	5.00	3.7882	1.08888	0.000
How organisation decisions affect my job	Ca6	170	1.00	5.00	3.6941	1.10965	0.000
How I am being judged	Cb7	170	1.00	5.00	3.6412	1.17446	0.011
How well I am doing my job	Cb8	170	1.00	5.00	3.9412	0.97122	0.000
How organisational decisions affect my job	Cb9	170	1.00	5.00	3.7647	1.04510	0.000
Promotion and advancement opportunities in my organisation	Cc10	170	1.00	5.00	3.7588	1.09088	0.000
Important new products, services or programme development in my organisation	Cc11	170	1.00	5.00	3.9412	1.08626	0.000
How my job relates to the total operation of my organisation	Cc12	170	1.00	5.00	3.9706	1.02874	0.000
Specific problems faced by management	Cc13	170	1.00	5.00	3.7765	1.04770	0.000

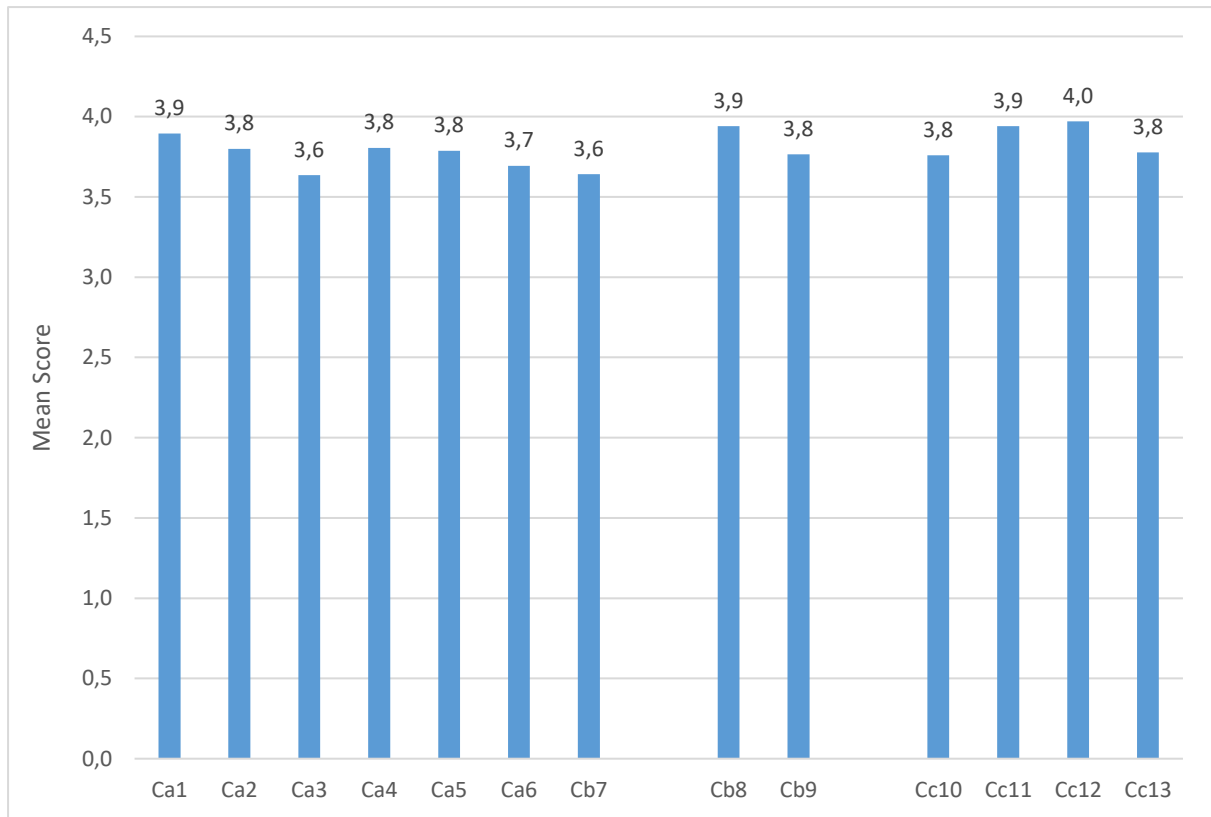


Figure 7. 7: Graphical representation of scoring patterns for communication adequacy

Table 7.16 describes the minimum and maximum values from which the mean values were extracted to obtain the standard deviation and binomial test values. Figure 7.7 clearly explains the average scoring patterns, ranging from 3.6 to 4.0 for all the items under this construct.

This section emphasises the perceptions of the participants about the two constructs that constitute communication adequacy (structure of the organisation system, and communication channel efficacy). As indicated by the level of significance, the one-sample test revealed that the scoring patterns significantly differed amongst the participants in all the statements that constitute each construct ($p < 0.001$).

In respect of the construct ‘structure of the organisation’, a positive level of agreement was observed in all the statements. More (70.6%) of the participants also agreed (39.4% agreed; 31.2% strongly agreed) with the statement (Ca2): ‘I received adequate information about changes in organisation rules and policies’. A large proportion (64.1%) of the participants agreed (34.7% agreed; 29.4% strongly agreed) that they received adequate information about changes in pay and benefits (Ca3). In terms of the changes in technology, high percentages of the participants agreed

that they received adequate information about how technological changes affect their jobs (Ca4). Critically, 65.3% of the participants agreed (41.2% agreed; 28.2% strongly agreed) that they received adequate information about how an organisational decision affects their jobs (Ca6). The high percentage of positive responses suggests that there is a structural system in place that promotes effective communication in the motor companies.

Equally, it was found that more than half (60.0%) of the participants agreed (32.9% agreed; 27.1% strongly agreed) that they received adequate information about how they were being judged (Cb7). This is very important as the employees can use the information to improve their work rate and performance. This assertion was further supported by 65.3% of the participants who agreed (38.8% agreed; 26.5% strongly agreed) with how organisational decisions in terms of communication affect their job (Cb9).

Drawing from the above construct, it is reasonable to assume that adequate communication is essential for work productivity. Hence, the construct on communication channel efficacy was used to illuminate further the significance of communication in the motor companies. This is highlighted in Table 7.16 (Cc1, 8,10-Cc12), where it is seen that participants received adequate information about changes in their job duties (75.3%). They received adequate information about how well they were doing their jobs (Cb8); about promotion and advancement opportunities in their organisation (64.7%); important new products, services or programme development in their organisation (74.7%); as well as how their jobs related to the total operation of the organisation (76.4%).

Table 7. 17:Perceptions of communication adequacy

Construct	Question	No	Likert scale					Mean	Std.	T-test Value	P-value
			SD	D	Neutral	A	SA				
Structure of the organisation system	Ca2	170	6.5%	8.8%	14.1%	39.4%	31.2%	3.80	1.165	42.545	0.000
	Ca3	170	10.0%	10.0%	15.9%	34.7%	29.4%	3.64	1.277	37.131	0.000
	Ca4	170	5.3%	7.1%	20.6%	35.9%	31.2%	3.81	1.116	44.453	0.000
	Ca5	170	4.7%	8.2%	18.8%	40.0%	28.2%	3.79	1.089	45.361	0.000
	Ca6	170	6.5%	7.1%	21.2%	41.2%	24.1%	3.69	1.110	43.406	0.000
	Cb7	170	7.1%	8.8%	24.1%	32.9%	27.1%	3.64	1.174	40.423	0.000

	Cb9	170	3.5%	8.2%	22.9%	38.8%	26.5%	3.76	1.045	46.967	0.000
Communication channel efficacy	Ca1	170	7.1%	5.9%	11.8%	41.2%	34.1%	3.89	1.152	44.092	0.000
	Cb8	170	2.9%	5.3%	16.5%	45.3%	30.0%	3.94	0.971	52.909	0.000
	Cc10	170	5.9%	4.7%	24.7%	37.1%	27.6%	3.76	1.091	44.926	0.000
	Cc11	170	4.7%	6.5%	14.1%	39.4%	35.3%	3.94	1.086	47.306	0.000
	Cc12	170	4.7%	3.5%	15.3%	42.9%	33.5%	3.97	1.029	50.324	0.000

7.4.3 Objective 3

Perception of respondents regarding resistance to change at the selected automobile companies in DMR, KwaZulu-Natal

The scoring pattern for this major construct (resistance to change) was conducted using a binomial test after calculating the means and standard deviations, as seen in Table 7.18, below.

Table 7. 18: Scoring patterns for resistance to change

		N	Minimum	Maximum	Mean	Std. Deviation	Binomial Test p-value (compared to 3)
I will take a routine day over a day full of unexpected events any time	Da1	170	1.00	5.00	3.1882	1.34115	0.145
I like to do the same old things rather than try new and different ones	Da2	170	1.00	5.00	2.4235	1.34891	0.000
I sometimes find myself avoiding changes that I know will be good for me	Da3	170	1.00	5.00	2.4529	1.35464	0.000
If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable, even if I thought I would do just as well without having to do any extra work	Da4	170	1.00	5.00	2.6588	1.28305	0.000
I would rather be bored than surprised by new and different ones	Da5	170	1.00	5.00	2.2412	1.36115	0.000
If I were to be informed that there is going to be a significant change regarding the way things are done at work, I would probably feel stressed	Db6	170	1.00	5.00	2.7647	1.32921	0.000
When I am informed of a change of plans, I tense up a bit	Db7	170	1.00	5.00	2.6882	1.30651	0.000

When things do not go according to plans, it stresses me out	Db8	170	1.00	5.00	3.2235	1.33569	0.818
I generally consider change to be a negative thing	Db9	170	1.00	5.00	2.3588	1.26189	0.000
Changing plans seems like a real hassle to me	Db10	170	1.00	5.00	2.4529	1.31474	0.000
Often, I feel a bit uncomfortable, even about changes that may potentially improve my life	Db11	170	1.00	5.00	2.4588	1.37650	0.000
When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me	Db12	170	1.00	5.00	2.4176	1.26712	0.000
Whenever my life forms a stable routine, I look for ways to change it	Dc13	170	1.00	5.00	2.8235	1.27029	0.000
I often change my mind	Dc14	170	1.00	5.00	2.9647	1.33188	0.026
Once I have come to a conclusion I am not likely to change my mind	Dd15	170	1.00	5.00	3.2294	1.28729	0.490
I do not change my mind easily	Dd16	170	1.00	5.00	3.3412	1.25508	0.939
My views are consistent over time	Dd17	170	1.00	5.00	3.5647	1.17112	0.026

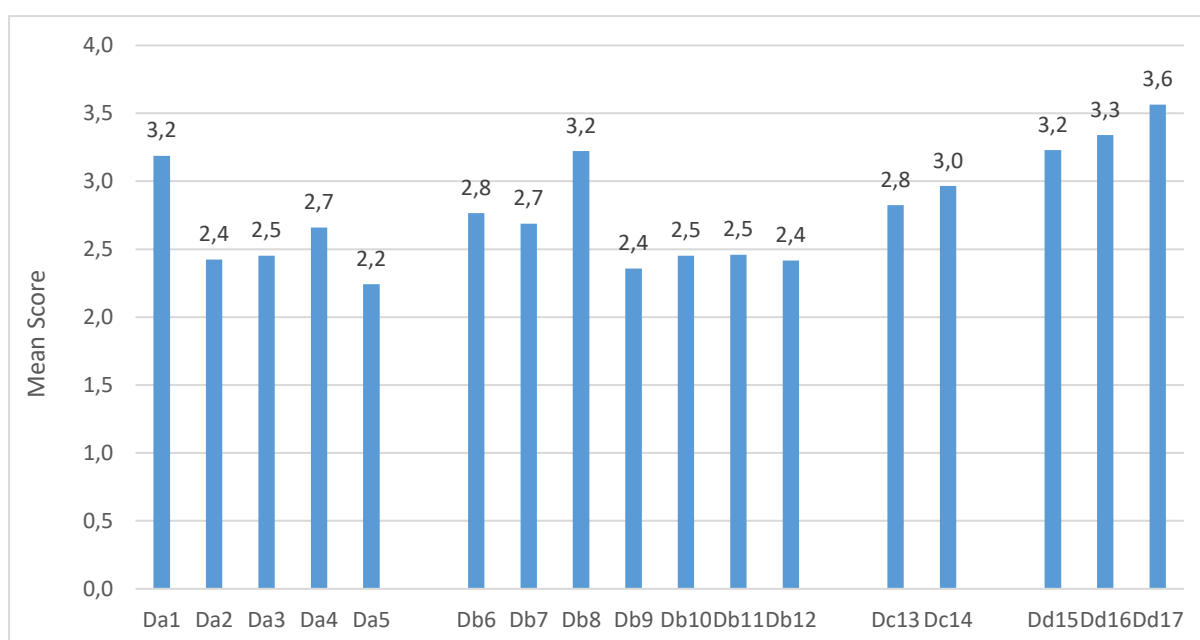


Figure 7. 8: Graphical representation of scoring patterns for resistance to change

Figure 7.8, above, represents the scoring patterns for resistance to change with mean scores ranging between 2.2 (Da5) and 3.6 (Dd17) tends towards agreement.

This section assesses the four constructs (routine seeking, cognitive rigidity, emotional reaction/arousal and short-term focus) that influence resistance to change at the selected automobile dealership in the Durban Metropolitan Region of KwaZulu-Natal. The scoring pattern for each of the listed constructs is discussed separately, in detail, below.

7.4.3.1 Examining the perception of routine seeking as a resistance to change

As indicated by the level of significance, results the one-sample test, shown in Table 7.19, revealed a statistically significant difference concerning all the statements that constitute the construct 'routine seeking' in resistance to change ($p < 0.001$). For instance, nearly (44.1%) half of the participants (24.1% agreed; 20.0% strongly agreed) agreed with the statement (Da1): 'I will take a routine day over a day full of unexpected events any time'; while 27.1% remained neutral.

On the other hand, it emerged that more than half (57.1%) of the participants disagreed (34.7% strongly disagreed; 22.4% disagreed) with the statement (Da2): 'I like to do some old things rather than try new and different ones. More (57.6%) of the participants also disagreed (33.5% strongly disagreed; 24.1% disagreed) with the statement (Da3): 'I sometimes find myself avoiding changes that I know will be good for me'; while 25.3% of the participants were neutral regarding the statement (Da4): 'If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable, even if I thought I would do just as well without having to do any extra work.' However, it emerged that more (46.5%) of the participants disagreed (24.7% strongly disagreed; 21.8% disagreed) with the statement that changing the criteria for evaluation would, in any way, make them feel uncomfortable. From the above, it can be assumed that motor company employees can adapt to changes in their work schedule provided they are not unexpected. Hence, it was not surprising that more (65.3%) of the participants disagreed (42.4% strongly disagreed; 22.9% disagreed) with the statement (Da5): 'I would rather be bored than surprised by new and different ones.

Similarly, 43.5% of the participants disagreed with the statement (Db6): 'If I were to be informed that there is going to be a significant change regarding the way things are done at work, I would probably feel stressed'. Despite this, it can be gathered that a reasonable percentage (33.5%) of the participants agreed (22.9% agreed; 10.6% strongly agreed), while 22.90% were neutral, that significant changes in work schedules might result in undue stress for the employees.

Equally important, despite the percentage (47.6%) of participants that disagreed (24.1% strongly disagreed; 23.5% agreed) with the statement (Db7): ‘When I am informed of a change of plans, I tense up a bit’, it emerged that 31.2% agreed (21.8% agreed; 9.4% strongly agreed) that information on changes at work caused tension.

Table 7. 19: Perceptions of routine seeking as a resistance to change

	No	Likert scale					Mean	Std.	T-test	P-value
		SD	D	Neutral	A	SA			value	
Ea1	170	16.5%	12.4%	27.1%	24.1%	20.0%	3.19	1.341	30.995	0.000
Ea2	170	34.7%	22.4%	18.2%	15.3%	9.4%	2.42	1.349	23.426	0.000
Ea3	170	33.5%	24.1%	14.7%	18.8%	8.8%	2.45	1.355	23.610	0.000
Ea4	170	24.7%	21.8%	25.3%	19.4%	8.8%	2.66	1.283	27.019	0.000
Ea5	170	42.4%	22.9%	11.8%	14.1%	8.8%	2.24	1.361	21.468	0.000
Eb6	170	24.10%	19.40%	22.90%	22.90%	10.60%	2.76	1.329	27.119	0.000
Eb7	170	24.10%	23.50%	21.20%	21.80%	9.40%	2.69	1.307	26.827	0.000

7.4.3.2 Examining the perception of cognitive rigidity as a resistance to change

Table 7.20 highlight the statements that constitute the construct, cognitive rigidity, and its influence on employee resistance at the motor companies. Interestingly, the one-sample t-test revealed a statistically significant difference in all the statements ($p < 0.001$). This strongly suggests that the perception of the construct ‘cognitive rigidity’ and its influence on employees’ resistance differs between the participants.

The majority (61.2%) of the participants disagreed (31.2% strongly disagreed; 30.0% disagreed) with the statement (Db9): ‘I generally consider the change to be a negative thing’. Similarly, more than half (55.3%) of the participants disagreed (32.4% strongly disagreed; 22.9% disagreed) with the statement (Db10): ‘Changing plans seems like a real hassle to me’.

Concerning the statement (Db11): ‘Often, I feel a bit uncomfortable, even about changes that may potentially improve my life’, it emerged that 55.9% of the participants disagreed (35.3% strongly disagreed; 20.6% disagreed) that they felt uncomfortable about changes that could potentially

improve their lives. Regarding the effect of changes in work schedule on employee resistance at work, it emerged that more (55.9%) of the participants disagreed (31.8% strongly disagreed; 24.1% disagreed) with the statement (Db12): ‘When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me’.

A mixed reaction was noted amongst the participants to statements Dc13 and Dc14. It was observed that 41.8% of the participants disagreed (19.4% strongly disagreed; 22.4% disagreed) with the statement (Dc13): ‘Whenever my life forms a stable routine, I look for ways to change it’; whilst 33.5% agreed (23.5% agreed; 10.0% strongly agreed); but 24.7% were neutral about the statement. Nearly an equal level of agreement or disagreement was noted in the responses to the statement (Dc14): ‘I often change my mind’. While 41.1% of the participants agreed (27.6% agreed; 13.5% strongly agreed) that they often change their mind when confronted with a stable routine schedule, 40.0% disagreed (18.2% strongly disagreed; 21.8% disagreed), and 27.6% remained neutral about the same statement.

Overall, and drawing from this construct, it could be surmised that, although changes in employees’ work schedules may induce work-related stress, it does not necessarily contribute to resistance to change at the selected motor companies. When considering mean scores, it all tend to neutral.

Table 7. 20: Perceptions of cognitive rigidity as a resistance to change

	No	Likert scale					Mean	Std.	T-test	P-value
		SD	D	Neutral	A	SA			value	
Eb8	170	13.50%	19.40%	18.20%	28.80%	20.00%	3.22	1.336	31.467	0.000
Eb9	170	31.20%	30.00%	18.80%	11.80%	8.20%	2.36	1.262	24.372	0.000
Eb10	170	32.40%	22.90%	20.00%	16.50%	8.20%	2.45	1.315	24.326	0.000
Eb11	170	35.30%	20.60%	16.50%	18.20%	9.40%	2.46	1.376	23.290	0.000
Eb12	170	31.80%	24.10%	21.20%	16.50%	6.50%	2.42	1.267	24.877	0.000
Ec13	170	19.4%	22.4%	24.7%	23.5%	10.0%	2.82	1.270	28.981	0.000
Ec14	170	18.2%	21.8%	18.8%	27.6%	13.5%	2.96	1.332	29.023	0.000

7.4.3.3 Examining the perception of short-term focus as a resistance to change

Looking at Table 7.21, the one-sample t-test revealed that the responses from the participants to all the statements about the influence of ‘short-term focus’ on resistance to change in the motor dealership companies, were statistically significant ($p < 0.001$).

More (48.0%) of the participants agreed (28.0% agreed; 20.0% strongly agreed) with the statement (Da8) that ‘When things do not go according to plan, it stresses me out’. More (47.0%) of the participants agreed (28.2% agreed; 18.8% strongly agreed) with the statement (Dd15): ‘Once I have concluded, I am not likely to change my mind’, while 21.8% were unsure (neutral) about changing their minds. Equally, it was revealed that more (49.4%) of the participants agreed (29.4% agreed; 20.0% strongly agreed) with the statement (Dd16): ‘I do not change my mind easily’, and 27.1% were also unsure whether they change their minds easily, or not. In addition, more than half (58.9%) agreed (36.5% agreed; 22.4% strongly agreed) with the statement (Dd17): ‘My views are consistent over time’; and 25.3% were unsure whether their views remained consistent over time.

In summary, and given the higher number of participants who were seen to be inflexible and obstinate in holding on to their views, it can be inferred that a short-term focus could provide resistance to change in the dealership companies in the Durban Metropolitan Region of KwaZulu-Natal.

Table 7. 21: Perception of short-term focus as a resistance to change

	No	Likert scale					Mean	Std.	T-test value	P-value
		SD	D	Neutral	A	SA				
Eb8	170	13.50%	19.40%	18.20%	28.80%	20.00%	3.22	1.336	31.467	0.000
Ed15	170	11.8%	19.4%	21.8%	28.2%	18.8%	3.23	1.287	32.709	0.000
Ed16	170	11.8%	11.8%	27.1%	29.4%	20.0%	3.34	1.255	34.710	0.000
Ed17	170	8.8%	7.1%	25.3%	36.5%	22.4%	3.56	1.171	39.687	0.000

7.4.4 Objective 4

Influence of demographic variables on employee resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal

This objective tests the relationship between biographical characteristics (race, age, sex, tenure, area of specialisation and level of education) and resistance to change amongst the employees of the motor companies. A Chi-Square test was used to test whether there is a significant relationship between the biographical information and the participants' apparent resistance to change.

7.4.4.1 There is a significant association between demographic factors and resistance to change

There is a significant relationship between the biographic information of employees and a disposition to resist change. In other words, each component of the resistance to change construct was paired with the biographical data obtained from respondents. Routine seeking was paired with the biographical information, followed by cognitive rigidity, emotional reaction short-term focus.

7.4.4.1.1 Assessing the association between biographical data and routine seeking

The Chi-squared analyses yielded no statistical relationships ($p > 0.05$) between the construct, routine seeking, is resistance to change and the age, gender, race, tenure, level of education, and department of specialisation of respondents, from five statements highlighted in Table 7.22. This suggests that the biographical differences of the participants had no relationship with their views regarding routine seeking in resistance to change in the workplace.

Table 7. 22: Relationship between biographical data and routine seeking

		Age	Gender	Race group	Tenure of work	Department	Educational level
I will take a routine day over a day full of unexpected events any time	Chi-square	17.406	4.021	7.515	14.756	19.782	10.194
	Df	16	4	12	16	16	12
	Sig.	0.36	0.403	0.822	0.543	0.23	0.599
I like to do same old things rather than try new and different ones	Chi-square	23.323	3.544	8.155	13.254	20.254	6.822
	Df	16	4	12	16	16	12
	Sig.	0.105	0.471	0.773	0.654	0.209	0.869
I sometimes find myself avoiding changes that I know will be good for me	Chi-square	10.824	4.145	6.951	9.360	28.843	9.786
	Df	16	4	12	16	16	12

	Sig.	0.82	0.387	0.861	0.898	.025*	0.635
If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I would do just as well without having to do any extra work	Chi-square	14.591	4.696	14.981	11.631	22.476	12.715
	Df	16	4	12	16	16	12
	Sig.	0.555	0.320	0.242	0.769	0.128	0.39
I would rather be bored than surprised to new and different ones	Chi-square	18.645	1.160	10.589	6.372	21.116	7.936
	Df	16	4	12	16	16	12
	Sig.	0.288	0.885	0.564	0.984	0.174	0.79
If I were to be informed that there is going to be a significant change regarding the way things are done at work, I would probably feel stressed	Chi-square	19.212	1.623	7.394	15.507	18.549	8.159
	Df	16	4	12	16	16	12
	Sig.	0.258	0.805	0.831	0.488	0.293	0.773
When I am informed of a change of plans, I tense up a bit	Chi-square	9.475	2.87	16.008	16.303	22.008	6.647
	Df	16	4	12	16	16	12
	Sig.	0.893	0.58	0.191	0.432	0.143	0.88

From in Table 7.23, it can be seen that responses to the statement, ‘I sometimes find myself avoiding changes that I know will be good for me’ were significantly different with respect to the departments of the participants ($p < 0.05$). It was observed that 27 (39.7%) of the participants from the new car sales department strongly disagreed with the statement that they sometimes find themselves avoiding changes that they know will be good for them – which was higher than in any other department. On the other hand, three participants (37.5%) from the motor parts department strongly agreed with the above statement.

Table 7. 23 The relationship between work department and routine seeking

			I sometimes find myself avoiding changes that I know will be good for me					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Department		Count	27	19	13	7	2	68

	New car sales department	% within Department	39.7%	27.9%	19.1%	10.3%	2.9%	100.0%
	Used car sales department	Count	11	7	6	11	7	42
		% within Department	26.2%	16.7%	14.3%	26.2%	16.7%	100.0%
	Service department	Count	10	4	3	8	2	27
		% within Department	37.0%	14.8%	11.1%	29.6%	7.4%	100.0%
	Motor parts department	Count	2	2	1	0	3	8
		% within Department	25.0%	25.0%	12.5%	0.0%	37.5%	100.0%
	Finance department	Count	7	9	2	6	1	25
		% within Department	28.0%	36.0%	8.0%	24.0%	4.0%	100.0%
	Total	Count	57	41	25	32	15	170
		% of Total	33.5%	24.1%	14.7%	18.8%	8.8%	100.0%

7.4.4.1.2 Assessing the relationship between biographical data and cognitive rigidity

With regard to the perception of cognitive rigidity as a factor in resistance to change, results from the Chi-squared analyses in Table 7.24 revealed that the respondents' scoring patterns by gender, age, tenure, race and educational level showed no statistically significant relationship with all the statements highlighted in Table 7.24 ($p > 0.05$). This means that gender, age and educational level did not influence the scoring for the statements that constitute cognitive rigidity.

Table 7. 24: Relationship between biographical data and Cognitive rigidity

		Age	Gender	Race group	Tenure of work	Department	Educational level
When things do not go according to plans, it stresses me out	Chi-square	17.072	1.284	16.444	11.589	19.94	11.149
	Df	16	4	12	16	16	12
	Sig.	0.381	0.864	0.172	0.772	0.223	0.516

I generally consider a change to be a negative thing	Chi-square	16.255	6.632	10.233	12.307	21.311	4.523
	Df	16	4	12	16	16	12
	Sig.	0.435	0.157	0.596	0.723	0.167	0.972
Changing plans seems like a real hassle to me	Chi-square	18.546	3.121	3.018	15.902	25.466	10.873
	Df	16	4	12	16	16	12
	Sig.	0.293	0.538	0.995	0.46	0.062	0.54
Often, I feel a bit uncomfortable, even about changes that may potentially improve my life	Chi-square	16.837	7.114	9.317	15.106	20.921	9.586
	Df	16	4	12	16	16	12
	Sig.	0.396	0.13	0.676	0.517	0.182	0.652
When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me	Chi-square	19.251	2.509	5.605	11.011	31.322	8.268
	Df	16	4	12	16	16	12
	Sig.	0.256	0.643	0.935	0.809	.012*	0.764
Whenever my life forms a stable routine, I look for ways to change it	Chi-square	8.757	4.881	13.763	14.051	23.172	8.039
	Df	16	4	12	16	16	12
	Sig.	0.923	0.3	0.316	0.595	0.109	0.782
I often change my mind	Chi-square	23.166	4.965	8.679	16.879	17.669	11.129
	Df	16	4	12	16	16	12
	Sig.	0.109	0.291	0.73	0.393	0.344	0.518

Considering the statistically significant differences in the responses to: ‘When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me’ between the participants’ work departments, it is important to understand the views expressed by the different work departments.

As shown in Table 7.25, 12 (44.4%) of the participants from the service department strongly disagreed with the statement that, when pressured to change, they tended to resist such a change even if it might ultimately benefit them. However, a mixed view was expressed concerning the

responses from the motor parts department. It was noted that fewer participants (three, 37.5%) answered offered both ‘strongly disagree’ and ‘strongly agree’, respectively, to the statement. Drawing from this, it is sensible to assume that more employees from the motor parts department would resist change if it was being forced upon them.

Table 7. 25: Relationship between work department and cognitive rigidity

			When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Department	New car sales department	Count	21	20	16	10	1	68
		% within Department	30.9%	29.4%	23.5%	14.7%	1.5%	100.0%
	Used car sales department	Count	12	11	6	7	6	42
		% within Department	28.6%	26.2%	14.3%	16.7%	14.3%	100.0%
	Service department	Count	12	2	7	5	1	27
		% within Department	44.4%	7.4%	25.9%	18.5%	3.7%	100.0%
	Motor parts department	Count	3	0	1	1	3	8
		% within Department	37.5%	0.0%	12.5%	12.5%	37.5%	100.0%
	Finance department	Count	6	8	6	5	0	25
		% within Department	24.0%	32.0%	24.0%	20.0%	0.0%	100.0%
Total		Count	54	41	36	28	11	170
		% of Total	31.8%	24.1%	21.2%	16.5%	6.5%	100.0%

7.4.4.1.3 Assessing the relationship between biographical data and short-term focus

In terms of short-term focus (Table 7.26) in resisting change, Chi-squared analyses revealed that the respondents’ scoring patterns by gender, age, tenure, race, work department and educational level yielded no statistically significant relationship with all the statements highlighted in Table

7.26 ($p>0.05$). This means that gender, age, race, tenure, work department, and educational level did not impact the manner of scoring for the statements that constitute short-term focus.

Table 7. 26: Relationship between biographical data and short-term focus

		Age	Gender	Race group	Tenure of work	Department	Educational level
When things do not go according to plans, it stresses me out	Chi-square	17.072	1.284	16.444	11.589	19.94	11.149
	Df	16	4	12	16	16	12
	Sig.	0.381	0.864	0.172	0.772	0.223	0.516
Once I have come to a conclusion I am not likely to change my mind	Chi-square	14.34	4.144	14.295	9.996	14.478	12.815
	Df	16	4	12	16	16	12
	Sig.	0.573	0.387	0.282	0.867	0.563	0.383
I do not change my mind easily	Chi-square	21.363	1.737	15.269	12.559	14.338	13.578
	Df	16	4	12	16	16	12
	Sig.	0.165	0.784	0.227	0.705	0.574	0.328
My views are consistent over time	Chi-square	11.843	2.319	14.238	12.661	16.673	8.948
	Df	16	4	12	16	16	12
	Sig.	0.755	0.677	0.286	0.697	0.407	0.707

7.4.5 Objective 5

The influence of communication adequacy on employee resistance to change at selected automobile dealerships in DMR, KwaZulu-Natal Province

7.4.5.1 Association between communication adequacy and resistance to change

(Hypotheses 3A&B)

From the results shown in Table 7.27, the Pearson correlation reveals that communication adequacy based on the structure of the organisational system correlates weakly with both cognitive rigidity ($r=0.176$, $P=0.021$) and short-term focus ($r=0.192$, $P=0.012$). No association was found between routine seeking and communication adequacy, based on the structure of the organisation ($P>0.05$). There was no correlation between channel efficiency and the resistance to change constructs (routine seeking, cognitive rigidity, and short-term focus) ($P>0.05$).

Table 7. 27: Association between communication adequacy and resistance to change

Resistance to change		Communication adequacy	
		Structure of the organisation system	Channel efficiency
Cognitive rigidity	Pearson Correlation	.176*	.131
	Sig. (2-tailed)	.021	.089
	N	170	170
Routine seeking	Pearson Correlation	.123	.098
	Sig. (2-tailed)	.110	.204
	N	170	170
Short-term focus	Pearson Correlation	.192*	.147
	Sig. (2-tailed)	.012	.056
	N	170	170

*. Correlation is significant at the 0.05 level

7.4.6 Objective 6

The influence of change management leadership on employee resistance to change at selected automobile dealerships in DMR, KwaZulu-Natal (using regression analysis)

It has been suggested in the literature, that leadership styles, to a certain extent, correlate with resistance to change in an organisation. Therefore, the third hypothesis was formulated thus:

7.4.6.1 Association between change leadership styles and employee resistance to change

(using Pearson correlation analysis)

(Hypothesis 1, 2A & 2B)

There is a significant relationship between change leadership styles (transformational and transactional) and resistance to change. As shown in Table 7.28, the Pearson correlation values reveal that a passive management leadership style correlates positively with routine seeking ($r=0.316$; $p<0.001$), cognitive rigidity ($r=0.313$, $p<0.001$), and short-term focus ($r=0.323$; $p<0.001$). However, the association was found to be weak. No association was found for routine seeking and communication adequacy, based on the organisational system ($P>0.05$). No association was measured between transformational and transactional leadership style and the resistance to change constructs (routine seeking, cognitive rigidity, and short-term focus).

Table 7. 28: Correlations showing the association between resistance to change and change leadership style management

		Change leadership style management
--	--	------------------------------------

Resistance to change		Transformational leadership	Transactional leadership Active management	Transactional leadership Passive management
Cognitive rigidity	Pearson Correlation	-.002	-.037	.313**
	Sig. (2-tailed)	.984	.635	.000
	N	170	170	170
Routine seeking	Pearson Correlation	-.053	-.093	.316**
	Sig. (2-tailed)	.495	.226	.000
	N	170	170	170
Short term focus	Pearson Correlation	.037	.047	.323**
	Sig. (2-tailed)	.630	.539	.000
	N	170	170	170

** . Correlation is significant at the 0.05 level

7.4.6.2 Association between change leadership style and resistance to change (using multiple regression analysis).

While correlation measures the linear relationship between two variables, it does not imply a cause and effect relationship. Consequently, a multiple regression regression (MRA) was performed to identify the relationship between change leadership style (transformational and transactional leadership styles) and resistance to change in the selected automobile dealership companies.

Before performing the multi-regression analysis, the data were screened for the presence of collinearity as indicated in Table 7.29. According to Pallant (2016: 278), collinearity can be diagnosed by checking the tolerance coefficient and variance inflation factor (VIF) values.

Table 7. 29:Collinearity statistics

Tolerance	VIF
.455	2.196
.423	2.364
.880	1.136
.464	2.154
.260	3.849

If the tolerance coefficient is less than 0.10, and the VIF value is above 10.0, it suggests collinearity and or multicollinearity, respectively. As shown in Table 7.29, the collinearity values indicated that all tolerance coefficients were above the recommended value of 0.10. The yielded VIF values

also showed that all the variables were below 10.0, which suggests the multicollinearity assumption was not violated.

Table 7.30 indicates that the regression coefficient ($r=0.400$; $p<0.01$) suggests a causal relationship in the predicted model. The beta coefficients for transformational leadership style (-0.068) was negative, but not significant, while the beta coefficients (-0.299) measured for transactional leadership style (active management) was positive and significant predictor. Equally, the beta coefficient (0.327) was positive and significant predictor of routine seeking. In contrast both communication adequacy based on structured (0.024) and channel efficiency (0.225) were not significant predictor of routine seeking. The R^2 values measured suggest that there was a strong explanatory power (16.0%) for the predictors in the model. The model suggests that passive management constitutes the strongest predictor of routine seeking.

Table 7. 30: Multiple regression on predictors of routine seeking

Predictor	F-value	P-value	R	Beta Coefficients	Error	R Square	Predicted	Significance
Transformational leadership style	6.237	0.000	0.400	-.068	.126	0.160	Routine seeking	.523
Transactional leadership style (active management)				-.299	.141			.007
Passive management				.327	.076			.000
Communication adequacy based on structure of the organisation system				.024	.118			.817
Communication adequacy based channel efficiency				.225	.167			.111

7.4.6.2.1 Change leadership style and cognitive rigidity

Table 7.31 indicates the regression coefficient ($r=0.376$; $p<0.01$), which suggests a causal relationship in the predicted model. The beta coefficients for a transformational leadership style (-0.035) was negative and not significant while the beta coefficients (-0.234) measured for active management negative and a significant predictor of cognitive rigidity. On the other hand, the beta coefficient measured for transactional leadership style (passive management) was positive (0.307) was significant predictor of cognitive rigidity while both communication adequacy based on structure (0.103) and based on channel efficiency (0.140) were not significant. The R^2 values measured suggest that there was a strong explanatory power (14.1%) for the predictors in the model. The model suggests that passive management constitutes the strongest predictor of cognitive rigidity.

Table 7. 31:Multiple regression on predictors of cognitive rigidity

Predictor	F-value	P-value	R	Beta Coefficients	Error	R Square	Predicted	Significance
Transformational leadership style	5.384	0.000	0.376	-.034	.134	0.141	Cognitive rigidity	.750
Transactional leadership style (active management)				-.234	.150			.037
Passive management				.307	.081			.000
Communication adequacy based on structure of the organisation system				.103	.126			.334
Communication adequacy-based channel efficiency				.140	.178			.324

7.4.6.2.2 Change leadership style and short-term focus

Table 7.32 indicates that the regression coefficient ($r=0.353$; $p<0.01$) suggests a causal relationship in the predicted model. The beta coefficients for transformational leadership (0.010), transactional

leadership style (active management) (0.142), communication adequacy based on structure as well channel efficiency was positive, but not significant, while the beta coefficients (0.334) measured for passive management were a positive and significant predictor of short-term focus. The R^2 values measured suggest that there was a strong explanatory power (12.4%) for the predictors in the model. The model suggests that passive management constitutes the strongest predictor of short-term focus.

Table 7. 32: Multiple regression on predictors of short-term focus

Predictor	F-value	P-value	R	Beta Coefficients	Error	R Square	Predicted	Significance
Transformational leadership style	4.657	0.000	0.353	.127	.127	0.124	Short-term focus	.718
Transactional leadership style (active management)				.142	.142			.441
Passive management				.076	.076			.000
Communication adequacy based on structure of the organisation system				.119	.119			.205
Communication adequacy-based channel efficiency				.168	.168			.808

7.4.6.2.3 Relationship between change leadership styles, communication adequacy, and employee resistance to change

(Hypotheses 4,5, and 6: using regression analysis)

Table 7.33 indicates that there was a strong causal relationship (0.642) between communication adequacy and change leadership and the relationship is significant ($p < 0.001$). There was also a significant relationship between communication adequacy and resistance to change, albeit, a weak causal relationship (0.180). In terms of the relationship between change leadership and resistance

to change, the regression analysis indicates that there was a significant relationship ($P=0.027$). The beta coefficient (0.169), however, suggests the relationship was weak.

Table 7. 33:Regression analysis on the relationship existing between the constructs

Predictor	F-value	P-value	R	Beta Coefficients	Error	R Square	Predicted	Significance
Communication adequacy	118.071	0.000	0.642	0.642	.049	0.413	Change leadership	.000
	5.647	0.019	0.180	0.180	0.083	0.033	Resistance to	0.019
Change leadership	4.961	0.027	0.169	0.169	0.101		change	0.027

7.4.6.2.4 Relationship between change leadership styles and employee resistance to change.

(Hypothesis 4)

(using the structural equation model)

The structural equation model (SEM) was computed using Amos (IBM software) to identify the causal relationship between change leadership management constructs (transformational, transactional, and passive management) and resistance to change (routine seeking, cognitive rigidity and short-term focus).

There are sets of criteria used to determine the model fit in SEM. The generated Chi-square value χ^2 , divided by df, and expressed as CMIN/DF, must be less than 5 (Atiku, 2014). The comparative fit index (CFI) is another determining value, which is a form of incremental fit index that measures the fit of the model. As a rule of thumb, the CFI value is recommended to be greater than 0.9 for the model to be considered a good fit (Kline, 2011). Another important measure of model fit is the root mean square error of approximation (RMSEA). For the RMSEA, a value that is less than 0.08 is recommended, which suggests an approximate fit (Hooper, 2008:54).

As illustrated in Figure 7.8, the observed model fit indices are: Chi-Square = 1674.568; df = 941; $p < .001$; CMIN/DF = 1.780; CFI = .0892; RMSEA = .068; TLI=0.893; and IFI=0.881, which suggest that the SEM has adequate model fit.

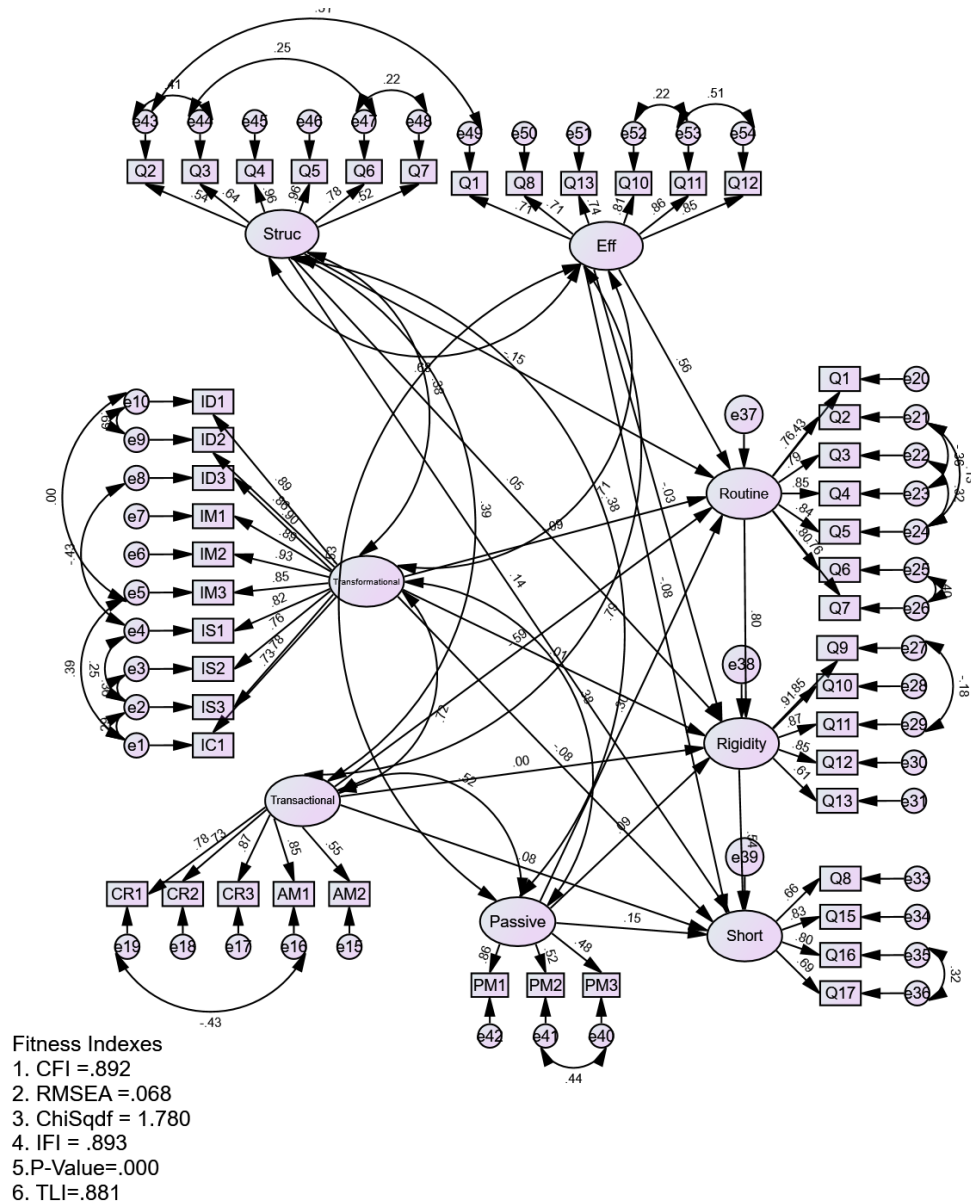


Figure 7. 9: SEM model

The regression estimates for the model, as illustrated in Figure 7.9, is given in Table 7.33. It was found that the relationship between routine seeking and transactional leadership style (active management) was significant ($P=0.006$). A similar significant relationship was observed between routine seeking and communication based on effectiveness ($P=0.033$).

Table 7. 34: Regression estimate

			Estimate	S.E.	C.R.	P	Decision
Routine	<---	Transformational	-.066	.102	-.652	.515	Not supported
Routine	<---	Transactional	-.442	.161	-2.749	.006	Supported
Routine	<---	Passive	.260	.117	2.228	.026	Supported
Routine	<---	Communication based on structure	-.142	.135	-1.055	.291	Not supported
Routine	<---	Communication based on effectiveness	.411	.193	2.131	.033	Supported
Rigidity	<---	Transformational	.010	.124	.080	.936	Not supported
Rigidity	<---	Transactional	.000	.183	-.002	.999	Not supported
Rigidity	<---	Passive	.149	.130	1.140	.254	Not supported
Rigidity	<---	Communication based on structure	.085	.163	.524	.600	Not supported
Rigidity	<---	Communication based on effectiveness	-.038	.227	-.169	.866	Not supported

Short	<---	Transformational	-.097	.140	-.691	.489	Not supported
Short	<---	Transactional	.091	.199	.456	.648	Not supported
Short	<---	Passive	.197	.150	1.312	.189	Not supported
Short	<---	Communication based on structure	.202	.183	1.104	.270	Not supported
Short	<---	Communication based on effectiveness	-.086	.250	-.343	.732	Not supported

7.4.7 Objective 7:

To develop an appropriate change management model which bridges the gaps in the existing change models

The formulated hypothesised model is based on the conceptual theories of the study, which are change leadership management (transformational and transactional leadership styles) and resistance management (Figure).

The hypothesized model encapsulates the association between change leadership model, communication adequacy and resistance to change. By so doing, this validates the need for change acceptance supported by the tested change leadership styles in alignment with communication adequacy which can be applied in the selected automobile dealership companies in the Durban Metropolitan Region of KwaZulu-Natal.

The conceptual theories of the study have been indirectly tested in the qualitative analysis of the study based on the following major themes:

- Leadership Style Behaviour
- Communication Strategy
- Resistance Management (commitment to change).

These themes were further broken down into sub-themes that could trace the leadership skills practised in the selected companies. The model has been hypothetically tested using the SEM model to indicate which of these change leadership styles (transformational or transactional) is responsible for resistance to change.

7.4.8 Objective 8:

To make recommendations on how to curb employee resistance to change at selected automobile dealership companies in DMR, KwaZulu-Natal Province

Recommendations for this study are covered in the final chapter of the study. The chapter proposes suggestions to curb employee resistance to change by employing the appropriate recommendations.

7.5 SECTION B: QUALITATIVE ANALYSIS

The qualitative analysis was employed to test the validity of the three major components: leadership management, resistance management and communication management. These three major constructs further consist of sub-themes which were used in the analysis of the study, as discussed below.

7.5.1 Theme 1: Leadership style of management

Leadership management refers to a leader's characteristic behaviours when directing, motivating, guiding and managing groups of people. Figure 7.10 illustrates the subthemes extracted from leadership management. Seven characteristic behaviours were used to understand the leadership management in the study. These include decision making; innovation and creativity; task delegation; relationship with management; change management awareness; and reward acknowledgment.

7.5.1.1 Main theme 1: Decision making

Decisions are made, either by top management, middle managers or as a shared responsibility between middle managers and top management.

a. Subtheme-Top management

Six of the participants agreed that top management handles all decision making, which implies that active management by exception, also termed a transactional leadership style, is practised in those companies. The excerpts from the interview are summarised below.

Heads on, more at the dealership principle than down to us (P1).

Unclear decision-making from the top management (P2).

Major decisions are done at the head office. We are hardly involved (P3).

We follow instructions from the top management (P10).

Decisions are made from top to bottom (P12).

b. Subtheme-Both top and middle management (Shared Responsibility)

On the other hand, eighteen participants agreed that decisions were jointly shared between managers and subordinates (middle management) who tend towards inspirational motivation as a component of a transformational leadership style.

Different decisions are handled, depending on the issues (P4).

Most times we make joint decisions, depending on the decisions to be made. But the top management trusts my decision (P6).

I handle most decisions, except they are out of my control (P7).

Drawing from this, one could assume that top management makes the decisions that may be considered highly important. Participants 11 and 18 shared similar sentiments by noting the following:

Normally, there are certain decisions I make. The magnitude of decisions determines who makes it (P11).

We consider staff decisions, except if serious or very important decisions need to be made which is solely handled by top management (P18).

Also, it was found that some of the middle managers agreed to the practice of transactional leadership style, but passive management by exception.

Most decisions are made by managers but have to be approved at the top (P14).

Yes, through regular team meetings as we discuss the barriers and opportunities. Staff are free to make suggestions which could be implemented. However, decisions are guided by top management (P21).

In addition to the above statements, it can be agreed that shared responsibility in decision making was practiced. This practice is an attribute displayed by intellectual stimulation, which also encourages the innovative and creative ideas of participants to be acted upon in their decision making.

I involve my staff with decisions (P17).

Yes. We do encourage staff ideas as they are allowed to suggest fliers and other advert recommendations that could be productive to the organisation (P19).

We do. The more ideas we have, the better decisions we make (P20).

Yes, I am not perfect. I try to hear the staff out and consider their decisions at times (P22).

Yes. I listen to their ideas and make decisions based on that (P23).

Yes. We get their inputs and make them think out of the box (P24).

Yes, we nurture their thoughts and ability and ensure that their ideas are considered for business growth (P25).

Very much so. Young fresh ideas are encouraged at staff meetings as well as suggestions and open-door policy (P26).

Absolutely. Vast ideas and suggestions contribute to the productivity and performance of the organisation (P28).

c. Subtheme-Middle management

Finally, two participants mentioned to self and top decision making which are missed reactions.

I make most decisions in my department (P5).

I make all the decisions and I consider and guide all staff decisions (P9).

Simply put, the interview with the 28 participants (managers) created the chance to discuss and conclude that most of the automobile dealership companies practised a transactional leadership style in terms of decision making. However, some companies applied transformational leadership in their decision making.

7.5.1.2 Main theme 2: Innovation and creativity

Regarding innovation and creativity, seven of the participants (managers) encouraged the innovation and creativity that staff has to offer.

a. Subtheme- Staff involvement on innovation and creativity

I always encourage people to think for themselves and for everyone to listen. The majority of the ideas (65%) come from the staff. We are all in the boat together and we must row the boat together in the same direction (P1).

Yes. Very much so. All staff needs to have their business plan and be innovative about it (P2).

Yes. I constantly ask them for ideas and feedback and often suggest to them to speak out ideas. If it's worthwhile then we consider (P3).

Definitely, our daily meetings and presentations at meetings help with that. Also, weekly training activities, team building, and company surveys assist with such (P4).

Yes. I give them opportunities to innovate and strategise concerning adverts (P5).

Yes, I give them my idea and I also like to hear from them all before we agree with what ideas to go with (P6).

b. Subtheme- Creating investment opportunities for staff

Yes. We have an open floor and open-door policy that encourages innovative ideas through team building and brainstorming sessions and training (P8).

Yes, through innovative orientation programmes, staff acquire innovative and creative ideas as selling tools and methods change with time (P10).

Yes. We organize skill investment opportunities and gain their inputs on innovative ways to increase sales (P11).

Yes. It is something worth investing in. We give them a chance to be heard (P7).

The above statements indicate participants that were privileged to be creative and innovative through participation and investment opportunities made on staff which suggests the practice of inspirational stimulation and intellectual motivation (Transformational leadership style of management).

7.5.1.3 Main theme 3: Transparency

Of the respondents, 27 managers practised openness and transparency with and amongst their staff, which is an attribute of inspirational motivation and individualised consideration. This implies that the transformational leadership style of leadership has been practised in these organisations. The reasons given for the practice of transparency include:

a. Subtheme-Openness to problem solving:

Yes, an open-door policy is encouraged. My door is always open so that work-related issues should be resolved as soon as it happens so it doesn't rub off on others (P1).

Yes. There must be openness for problems to be dealt with, especially if the problems are out of control (P6).

Yes. It is important for resolving arguments or issues that come up (P7).

Yes, we do. We believe that keeping things bottled up can make them frustrated and explode. Hence, we encourage openness to give room for ironing out their problems (P21).

Through open discussion, they discuss their misunderstanding thereof (P16).

b. Subtheme- Build Mutual trust:

Yes. I always try to be opened to them as much as possible and I also hope they are too (P10).

Yes. We practice an open-door policy and expect staff to be transparent and vice versa (P28).

c. Subtheme- Encouraging communication:

Yes. My door is always open to ensure that communication is flexible and we need transparency from staff (P3).

Very much, I get lots of emails from them and do encourage their positive ideas or opinions to be shared (P9).

Communication encouraged result to transparency in communication in the sense that managers encourage open mindedness of staff to share their opinions and voice out at any given time they wish to.

d. Subtheme- Daily Support:

I try to be very open to keep them in the spirit of the game and lighten their moods (P14).

Yes, openness is more of encouragement which yields expectations. The business needs transparency for it to work (P20).

Yes, by being honest and open to them about the realities of every day (P11).

e. Subtheme- Team work approach:

Yes. I am opened with them and do have one-on-one coaching with them. I also encourage openness and transparency through team building (P26).

Yes, we are much opened and make a strong team (P8).

We work as a team (P17).

On the other hand, one manager (respondent 12) was against the practice of transparency, as indicated in the statement, below:

I try not to go there because I cannot trust anyone (P12).

7.5.1.4 Main theme 4: Task delegation

In this theme, it was discovered that, while some of the respondents practice task delegation, others handle all activities themselves which indicates passive and active management style. The excerpts from the interview are summarised below.

a. Subtheme-Encourage delegation

It emerged that respondents practise task delegation as a means of empowering and developing their staff.

Yes. I prefer delegating but try to get involved a lot. I love for people to be responsible and self-disciplined. They are always involved when changes are to be made (P1).

I prefer delegating because doing everything yourself doesn't get things done and you do not get to empower people (P8).

I delegate the task. They cannot learn or grow if they are not delegated with certain change-related tasks (P10).

I prefer to delegate and build up their confidence. If they fail, then I step in (P18).

This notes the practice of how delegation creates a sense of responsibility for the staff encouraging passive by management leadership management style.

I do delegate, as it creates a sense of responsibility for them and makes it easier for them to meet their goals (P14).

Everyone is delegated to certain tasks regarding the change as they must be all involved to encourage responsibility (P21).

While staff delegation is important, another participant, however, cautioned that this should be based on the staff capabilities which suggest active management by exception leadership style of management.

Staff delegation is very important. But this should be done based on their capabilities (P4).

Participant 24 based his opinion on commitment stating the following:

Depending on what the task is, but they must be aware and commit as much as possible when delegated tasks (P24).

b. Subtheme- Handle tasks alone

For participants who indicated that they deal with tasks on their own, it was found that their decisions were based on handling sensitive issues and also being certain that the task was being done well and as planned.

It can be suggested that P12, 22, and 23 do not practise task delegation due to the standard of work expected (active management by exception). It can be assumed that when participants prefer handling tasks alone, it indicates a transactional leadership style.

I handle most tasks alone as my job is very standard. As a result, I cannot rely on any one of my staff (P12).

I prefer handling change-related tasks alone so I know it's 100% done (P22).

I prefer handling sensitive change-related tasks alone. But I seek their suggestion (P23).

I prefer dealing with things myself. But I encourage staff to put in some effort as much as possible (P20).

c. Both delegating and handling tasks alone

In contrast to the above, it was also clear that some of the participants practise task delegation when it is convenient, but complete the task themselves if it is highly sensitive or important. This can be suggested as passive management by exception style of leadership management.

I will overview the changes and if it is not sensitive, I can delegate. Not everyone is matured enough to handle sensitive ones (P3).

If we are not achieving the timing of the goal to be attained, I seek task delegation but ensure I guide and direct (P9).

The directors make big decisions and I, as a departmental manager, handle those within my jurisdiction (P8).

It also emerged that participants practise both delegation and handling tasks alone, depending on the perceived experience level of the staff member.

A bit of both due to the experience and inexperience of some staff (P15).

Participant 13 delegated occasionally which is evidence of passive management by exception.

I do delegate a little, but I try to ensure they understand what is expected before delegation (P13).

In summary, it can be concluded that most of the respondents tend to practise the transformational leadership style when it comes to task delegation; while a smaller number of respondents apply a transactional leadership style.

7.5.1.5 Main theme 5: Relationship management

With regards to the subtheme relationship management, the participants (managers) were asked the following question: ‘Do you ensure to maintain a cordial relationship with the staff? How? From their responses, it was clear that, while some of the managers maintained a cordial relationship with staff, others were more professional/alooof in their dealings with staff.

a. Subtheme- Cordial relationship

Among those who indicated that they had a cordial relationship with staff, it was found that these relationships were maintained through interest and care, social activities, and team building. The excerpts from the participants' responses are summarised below.

i. Interest and care

Yes, I do by checking up on them and we relate at meetings (P7).

The staff is like my family so I show empathy and correct them as well. It is a lot of giving and take interacting with them on different levels (P8).

By consistent individual follow-ups (P20).

ii. Social activities

I do ensure that we relate cordially through social activities like, occasionally, braai days and daily interactions (P1).

I occasionally hang out with them when we organise braai days (P3).

Every month end, we go out for a couple of drinks and occasionally have braai weekends (P6).

iii. Team building

We do a lot of team building; almost thrice a year, and take them to have fun (P2).

Yes, through team building, training, indoor and outdoor activities (P4).

We have team-building sessions and staff hangouts (P13).

All these practices by the managers indicate the attributes of individualised consideration and idealised influence, which also represent transformational leadership style.

b. Subtheme- Professional relationship

On the other hand, a few of the participants keep their relationships strictly professional and have limited interaction with the staff. This tends towards the display of a transactional leadership style where the interests of workers are also considered thereby suggesting tendencies of transformational leadership style (inspirational stimulation).

We keep a professional relationship. However, I do sit and discuss with them the organisation's goal and vision since it's a target-driven industry (P10).

I keep things professional, but I do practise an open-door policy so I can hear them out as much as I can (P11).

7.5.1.6 Main theme 6: Leading Participants

This subtheme explores the preferred means through which the management introduces and implements the change process within the organisation. The following question was used to elicit a response from the participants: ‘(By) what means does the management introduce and implement the change process and what means do you prefer? Persuasion? Negotiation? Manipulation? Coercion?’

It was found that, while many of the participants opted for persuasion or coercion, others combined persuasion, negotiation, manipulation and coercion to achieve the changes. The excerpts from the interview are summarised below.

a. Coercion

Participant 9 commented that staff is left with no choice on the implemented changes. The participants, however, noted that the organisation gives staff clarity on the change process which also gives guidance.

Emails which states compelled instructions because they are left with no choice. However, we give clarity (P9).

Sharing a similar sentiment, participants 16, 20, and 23 noted that staff had no option but to go with the new changes.

More like coercion. You either take it or leave it. The corporate industry can only work that way (P16).

Coercion as a decision is placed on a manager's hand and staff is compelled to go with the flow (P20).

When it comes to introducing a change process, it is not negotiable (coercion). They have no choice but to accept it (P23).

Drawing from the above statements, it is obvious that cognitive rigidity applied when the transactional leadership style uses coercion.

Participants 11 and 18, nevertheless, acknowledged that their organisation provides an opportunity for staff to align with the change process thereby suggesting the passive management leadership style also basically transactional.

Sounds more like coercion, but we do break down the new change policies for them to follow up gradually (P11).

Management takes authority in decision making so is more like coercion. But as managers, we speak about it in an open assembly to ensure that staff understands it (P18).

b. Negotiation

Different reasons were given for the use of negotiation by the participants. For example, it emerged that negotiation is used to ensure the staff buy into the organisation's ideas.

We negotiate through discussions and get them to buy into the idea. But an open relationship has to be created for this (P10).

We work with the system of 'buy-in' – a term where you appeal to the logical and emotional understanding of the job. This will make them understand the need behind the change (P4).
By negotiation. When we hold meetings and discuss how the change goes and what it's all about then we negotiate that way (P26).

It is also used to ensure target goals are achieved.

More of negotiation so we can meet the targeted goals (P14).

c. Persuasion

Among the staff who used persuasion, it was noted that it was achieved by communicating and discussing the change process with the staff. This suggests a transformational leadership style (inspirational stimulation)

By considering that the introduced change is communicated using persuading and coaching the staff (P1).

With a change process introduced, we are told what to do and we offer explanations to staff by persuasion (P21).

More like persuasion because we involve and discuss with them what the changes are all about (P24).

d. Combination of coercion, negotiation and persuasion

Whilst it was clear that some of the participants (managers) use coercion, persuasion, and negotiation to communicate the organisation change process to their staff, others used a combination of methods to achieve the change process. This suggest the practice of both transformational and transactional leadership style management (active management by exception and inspirational stimulation precisely).

We go with coercion but persuade staff, as well, to believe in the change process (P17).

This particularity depicts the practice of active management by exception leadership style. It was also found that coercion is used to enforce change in an event if persuasion fails to yield the desired results.

We try to persuade them at first and if it doesn't work, we enforce by coercion (P13).

This depicts the practice of both active management by exception and inspirational stimulation.

We go with persuasion, a little bit of negotiation, and then coercion for those resisting change. Depending on the changes to be met at times. Big changes go with coercion more often than not (P5).

This depicts the practice of both active management by exception and inspirational stimulation.

Participant 3, however, opted for negotiation and manipulation.

By negotiation and manipulation. When we are told of changes, it's black and white and this has to be done. It is amicable for everyone (P3).

This depicts the practice of inspirational stimulation.

Participants 2 and 8 disclosed that their organisation combines persuasion and negotiation to drive the change process also depicting inspirational stimulation.

By persuasion and negotiation. The sales staff are incentivised by persuasion. There is also a form of negotiation by telling them what is expected and hearing out their opinions (P2).

Most times by negotiation and a bit of persuasion. We are a family group and decisions are from the top (P8).

In brief, it can be concluded that most of the respondents practiced more of a transformational leadership style since inspirational stimulation are evidence of manipulation, persuasion, and negotiation.

7.5.1.7 Main theme 7: Reward acknowledgement

In most organisations, staff rewards and recognition are crucial in employee motivation and job satisfaction. It was, therefore, necessary to discover whether the participants considered any form of reward to encourage staff involvement in the change implementation. From the participants' responses, it was clear that many of the organisations give awards and rewards, and also recognise staff contributions. These are attributes of inspirational motivation, which is also a component of the transformational leadership model.

a. Subtheme- Monetary and Non-Monetary Rewards

In terms of awards and recognition, it was revealed that staff is given weekends-away bonus awards, long-service awards and monetary rewards. This depict that monetary and non-monetary reward recognition are considered as seen in the statements, below.

Our commission structure is favourable for staff that does achieve their targets. Example: weekend away and bonuses (P8).

This suggests non-monetary rewards recognition.

Long-service awards, departmental personal recognition, performance rewards for managers and staff (P9).

We do give public recognitions and commissions (P27).

We organise brainstorming sessions where staff contributes ideas and such contributions are being acknowledged and appreciated (P8).

Work recognition through verbal means or in monetary terms (P23).

It is a sales-driven industry. Hence, there are incentives for everything. Some rewards are in self-fulfillment, not necessarily monetary values (P4).

Participant 26 revealed that, in their organisation, the awardees are selected through appraisals and recognition.

Using appraisals and evaluations, we consider who should deserve award recognition (P26).

a. Subtheme- Incentives

Incentives include the issuing of a certificate of good deeds; financial rewards; promotion; and weekends away with the family.

We often have an additional tasks and staff are incentivised (P2).

With regards to change, we do incentivise them and hand out a certificate of good deeds (P7).

We run incentive programmes and training which give financial rewards/ offers to staff (P10).

To encourage them to adapt to the change process which eventually improves stock trading, we do incentivise them (P14).

Yes, we offer financial rewards, and obviously, we look at the suggestions and make promotions (P15).

Yes, I give incentives based on target achievements (P17).

They get shopping vouchers, gift cards; incentives like cash or the whole department could be offered lunch (P21).

Yes, we incentivise them by arranging a weekend away with their families (P22).

In contrast, three participants (12, 16, and 24) do not consider acknowledgement through rewards, which may be associated with a dictatorial nature. This suggests management by exception – in other words, a transactional leadership style.

We are not allowed to do rewards here. It's against the company's policy (P12).

No, in the real sense the reward system doesn't exist as this is quite a dictatorial company (P16).

No, in terms of rewards, they are commission owners so they make their checks (P24).

If the change process implementation is going to generate revenue, financial rewards could be attached, but not with the policies of the organisation (P13).

7.5.2 Theme 2: Resistance management

Resistance management involves the actions taken by organisational leaders to protect employees from the challenges that come with change, by encouraging them to embrace change. The main themes in the resistance management were uncovered and discussed.

7.5.2.1 Main theme 1: Boldness to follow up with the change management process

The previous theme explored leadership style management. One of the subthemes was the implementation of the change process in the organisation through persuasion, negotiation, and coercion. This subtheme explores the participants' willingness to follow through with the change management process in their organisations. The following question was used to elicit responses from the participants: “Do you, as a leader, boldly follow up with a change process introduced?”

Nearly all the respondents agreed that they boldly follow up with the change process introduced in the organization by keeping their emotions in check, embracing the change so as for staff to follow suit, remaining teachable, consulting and seeking advices.

a. Subtheme-Unemotional follow up

Yes. To sum this up, I try to keep my emotions out of it (P1).

Frustration...I feel frustrated (P15).

b. Subtheme- Taking ownership as a role model

Yes, I do that by working hand in hand with them (P23).

Yes, you have to do this for your staff to get carried along. If you take ownership and embrace change, the staff follow suit (P2).

Yes, I do so to set an example (P28)

Yes, I do. I am teachable (P4).

c. Subtheme- Teamwork

Yes, I do. By setting up team gatherings, team luncheons, and wellness programmes to create a more pleasant environment (P21).

Yes, by making things easier and less stressful for them and ensure that changes are implemented over a length of time (P22).

We organise brainstorming sessions where staff contribute ideas and such contributions are been acknowledged and appreciated (P8).

d. Subtheme- Surveys and reports

Yes, I do it through reports and surveys (P3).

e. Subtheme- Obtaining advice

I often get doubtful but make consultations as decisions are taken from the top management and it stays that way (P16).

I have to see it as something different or speak to my boss for more guidance (P9).

However, participants 12 and 24 admitted that sometimes they are challenged by boldness:

I get overwhelmed initially. But I try to get myself together (P12).

I do always take the bull by the horns, but sometimes get overwhelmed (P24).

The above statements may be somewhat unconnected to the fact that managers are wary of failing in their tasks.

It is tough, but I take the blame if plans are not achieved (P11).

As such, could be frustrating to others. This is exemplified by participant 15

Nevertheless, participants 13 noted that they follow up the change management to set an example.

Yes, I do ensure that the change process introduced is being affected (P13).

7.5.2.2. Main theme 2: Handling of doubts

In terms of the participant's views on dealing with their doubts, a mixed reaction was uncovered as some of the participants expressed doubts about the change process, whilst others exuded confidence in their abilities or the change process. The excerpts gathered from the interview are summarised below.

a. Subtheme- Doubtful feeling tendencies

Doubtful feelings may appear normal, but if consistently nurtured could eventually result to resistance to change (Oreg, 2003). Various reasons were discovered for why the participants struggle with doubt. These include difficulties in adapting to the change process, failure, and as part of normal feelings.

It's a normal feeling so I do (P1).

Not always, it's usually hard to embrace change (P11).

Of course, sometimes you cannot get to change it and gets pretty difficult (P5).

I do harbour doubts sometimes, when it doesn't work accordingly (P9).

Yes, with every change you always get a feeling of doubt (P28).

Although some of the participants admitted to having doubts, participant 7 advised that managers must work it out on their own, despite the doubts.

In participant 4's view, one of the ways of handling doubts is to be open-minded.

Yes, sometimes I do doubt. But I have an open mind to suggestions (P4).

I often get doubtful, but make consultations as decisions are taken from the top management and it stays that way (P16).

Participant 4 and 16 noted that this could also be handled by consulting with the top management to clarify any doubts. Such advices reduce doubts.

b. Subtheme- No room for doubtful feelings

In contrast to fear of change as a reason for struggling with doubts, other participants were confident in embracing the change process. This was attributed to the reasons for them having no doubts.

No, I do not. When changes are implemented, they have done the research and so we need to believe that it will work (P3).

No, I look forward to changing. This is the best for the business (P17).

No, change is always inevitable, to embrace than to resist (P19).

No, I do not harbor doubts because for change to be introduced, it must have been tested so I agree to try it out (P21).

It was clear the personalities of the participants, such as having confidence in their abilities, or the quest for success, were associated with them having no doubts.

No, I do not get doubtful as I am very positive-minded and enthusiastic about any change that will be profitable and meaningful to the business (P20).

No, if I do not understand it, I will find a way to thrive in my path (P23).

If I harbour doubts, I will not be successful. If you doubt decisions, you cannot achieve anything (P24).

No, I am confident in whatever I do (P27).

I always keep a positive front as I do not doubt or feel inadequate (P22).

I am quite positive that the result is a success. I do not have any reason to doubt. Doubt is not in my dictionary...I believe in the word "CAN" (P15).

Added to the above, participants 12 and 18 voiced the following responses:

It's a streamlined question.... you cannot harbour doubts until you have tried (P12).

No, I only try because you never know until you try. I have to believe in it (P18).

Participant 6, however, noted that the change process must be carried out exactly as proposed by the top management. This suggests that, regardless of doubt, managers are to carry out top management's instructions without reservation.

It is difficult because we can't bend the process. It has to be done exactly how top management wants it (P6).

P6 clearly indicates acceptance to change management.

In helping staff to handle doubts better, participant 8 said the following:

We organize online training, car luncheons, training sessions, product knowledge development sessions with staff and new staff members are given time to adjust as well (P8).

P8 pointed this statement as means through which they overcome doubt.

From the above dialogue, it can be stated that managers or respondents who make no room for doubts easily embrace change and are willing to curb resistance to change. However, the respondents who struggle with change, or doubt the changes made, are most likely to be affected in that way because they hardly participate in the change decisions made and are likely to aggravate resistance to change.

7.5.2.3 Main theme 3: Adaptability by Conviction

Respondents generally agreed to that conviction in change management is based on the following:

a. Subtheme-Adapting to change:

I believe that I have to adapt to change and the employee is never bigger than the employer (P1).

I have a very good understanding of people and the change in the market, Hence, it easier for me to adapt quickly (P11).

The fact that I have to accept it and run with it, adjusting to the way it has to be run to meet expectations (P16).

I embrace the change fully. I am not scared to get drenched in change. I am ready to dig with them (P8).

Change is always in good business and that is my conviction (P25).

b. Subtheme-Self-conviction

Self conviction to change adaption was investigated from the following quotes:

I am convicted that we will get it right (P3).

My strength of conviction is really strong and important (P4).

My strength of conviction drives me to be excellent at whatever change implementation we are to face (P14).

I am a focused person and that is the strength of my conviction (P20).

My level of positivity and self-confidence lies in the conviction of whatever I wish to do (P27).

c. Subtheme-Respect for staff:

I am a people-person and I do not discriminate. My strength lies in my efficiency, productivity, and belief in equality (P18).

I am impressed with loyal people. I develop their potentials and encourage them to grow and discover more of their potentials (P2).

I am very strict. If there is a process put in place, it must be followed and respected by staff (P6).

d. Subtheme- Passion for the job

I am passionate about my job. If you are not passionate, you cannot appreciate your job (P12).

Passion for my job is what drives me to be excellent at whatever change implementation we are to face (P13).

Passion to succeed and be the best I can be (P21).

My passion for the business to succeed (P22).

The passion for my job (P26).

I am a self-motivator so that helps me out a lot (P19).

It's my job and I get paid for it...that's enough drive for me (P5).

e. Subtheme- Goal achievement

My biggest strength is achieving goals and financial rewards and recognition for achieving the goal (P9).

The satisfaction that my goals will be achieved (P15).

It's all about achieving the objective of the company by aligning my objective with that of the organisation (P23).

It is clear, from these statements that respondents are in support of the company's goal achievement in managing and adapting to change

7.5.2.4 Main theme 4- Handling the feeling of adequacy

In handling feelings of adequacy, many of the participants demonstrate confidence, maintain composure, and or seek assistance from either their superiors or staff. The excerpts from the interview are summarised below.

a. Subtheme- Being confident

I am, personally, a confident person so I do take the bull by its horns (P14).

I hold my head up high all the time (P1).

I am a very confident person. I do not ever feel inadequate (P2).

I remain very confident so they can be confident as well (P26).

I am naturally very self-motivated and as such, I do not ever feel inadequate (P27).\\

I am in control of whatever I am doing all the time. I do not ever feel inadequate (P19).

I always keep a positive front as I do not doubt or feel inadequate (P22).

b. Maintaining composure

I compose myself (P5).

If I am inadequately capable, it shows my staff that I am not capable to handle the situation.

Hence, I need to be upfront and work on the issue on the ground (P13).

I do not ever show my feeling of inadequacy and even when I do, I find a way to handle it (P16).

I try not to show it to staff (P28).

I do not show them when I feel inadequate. I try always to believe in myself (P24).

By taking a break or walk away at the moment, I come back feeling more confident (P21).

I do not talk much then ...it's best to remain silent at such times (P12).

c. Subtheme-Seeking assistance

I address the issue with higher authority to seek assistance from colleagues (P4).

I am open to my staff that are more experienced and I try to get support from them and willing to learn from them to the maximum capacity and seek their opinions concerning anything (P8).

I have to see it as something different or speak to my boss for more guidance (P9).

7.5.2.5 Main theme 5: Flexibility (breakthrough activities)

In answer to the question: ‘Do you initiate breakthrough activities into a change process implementation to make it flexible and worthwhile for the employees?’, it was noticed that many of the managers who participated in the study initiate flexibility through certain breakthrough activities and giving staff breaks. These include:

a. Subtheme-Overtime payment

Yes, I negotiate for the flexibility of staff to get overtime payment (P1).

b. Subtheme-Given employees a break

I am a relaxed person so I allow them to take breaks (P5).

I give them a break when needed, but I have to ensure that it is not abused (P18).

c. Subtheme-Wellness and mentorship programmes

Yes, I do. By setting up team gatherings, team luncheons, and wellness programmes to create a more pleasant environment (P21).

By organising mentorship programmes (P27).

Yes, but going out after work and socialising outside the work environment, giving room for heart to heart discussions (P22).

I organise mentors and stress management intervention programmes for them (P24).

d. Subtheme- Stress interventions

Yes, by relieving them when they get extremely stressed or pressured (P14).

No, unfortunately, decisions come from the top and nothing could be done to create breakthrough interventions (P16).

I try to create a good relationship with staff by jokes and laugh which is a stress reliever (P13).

e. Subtheme-Incremental change implementation

We implement slowly for them to catch up. However, we have to try different things to make things work (P8).

I translate or break down the change process into simpler tasks to make it more enjoyable (P15).

By making the change process easily understandable and more flexible (P26).

The above reasons for flexible breakthrough activities in the organisation may be connected to the manager's willingness to allow room for the employees to adapt to the change process. This is reflected in the statement below:

Yes, a breakthrough activity will be like assisting them, personally, to adapt to change (P2). Participant 20 viewed flexible breakthrough initiatives in a positive light as it is believed that they could improve staff performance and abilities.

We try to consider breakthrough interventions as this improves their performance and ability to do their jobs (P20).

Participant 12, while also supporting the flexible breakthrough initiatives, noted the following:

In this game, you have to be flexible for things to work. I have to be careful to do things that comply with the change process (P12).

On the other hand, six participants did not agree with flexibility or breakthrough activities. The reasons extracted from the interview for the lack of flexible breakthrough initiatives included: lack of approval from top management, they delay goal achievement, and are contrary to the organisation's policies.

There is no flexibility from head office but I do give them time to adjust (P3).

It is difficult because we can't bend the process. It has to be done exactly how top management wants it (P6).

Participant 9, whilst cautioning against flexibility, noted the following:

We try not to make it too flexible because they take advantage of that and do not achieve the goals or rules to be followed (P9).

7.5.2.6 Main theme 6: Managing employee concerns

Different ways were discovered for how the management, in their respective organisations, heeded employee concerns and reactions concerning any change process. These include:

a. Subtheme-Creating a conducive environment

Some of the participants noted that a conducive environment is created for staff to express their concerns. This is achieved through team gatherings, wellness, and mentorship programmes.

By organising mentorship programmes (P27).

We got a closely-knit organisation so we can find out when staff is not coping and try to resolve it (P9).

We sit in the afternoons and discuss any issue at stake. We practice an open-door policy, so this allows for freedom of option (P10).

b. Subtheme Employee feedback

Two of the participants revealed that the organisation expects and receives feedback from employees on pressing issues.

Feedback from employees whenever the implementation is going wrong. Otherwise, it has to be what it is (P1).

By hearing out their concerns and coming to a consensus, regarding the most pressing general concerns (P26).

Through such feedback, concerns are discussed and solutions mapped out.

Any concern that comes in is discussed and we see the best way to move forward (P3).

c. Subtheme-Listening and Addressing staff complaints

It was also revealed that management listens to staff complaints and tries to address their concerns.

By listening to them and reaching out to their concerns (P25).

By listening to their concerns and addressing them (P6).

As a manager, I got to listen to their concerns and try to come up with solutions for them (P13).

I listen to them and ensure they adapt. They are not kids; they have to adapt (P5).

We make room for consultations and staff is free to consult their managers who listen to, and address, their concerns (P23).

This is very important, given that staff is a key player in any organisation. Participant 24 reinforced the importance of listening and addressing staff concerns.

I believe that happy staff makes happy customers, so I try to listen to their concerns (P24).

Participant 2 acknowledged that, although the change policies in the organisation come from top management, it is critical and important to listen to staff concerns as it helps the organisation.

Our change comes from above as listening to staff concerns helps. We know how to address and coach them on accepting change. I do this by encouraging teamwork (We not I) which is 'us vs them' (P2).

Noting the importance of staff happiness to an organisation's growth, participant 14 stated the following:

Because we want to grow as a company, it is important to reach out to their concerns regarding any change process. This will enable them to get carried along (P14).

Participant 20 echoed similar sentiments on the importance of staff concerns in the organisation. In the participant's own words:

Yes, we try to follow up with their concerns as it could have an impact on the company's expectations (P20).

d. Subtheme-Reassurance

Another way of managing the change process is by reassuring the staff of its importance.

I keep assuring them that change is better (reassurance) and if that doesn't work, we have to be honest to agree and try something else (P8).

The use of motivational speakers to keep staff motivated and inspired may be another way of reassuring staff.

Yes, we have training every month for staff and we send motivational speakers to get them inspired (P22).

e. Subtheme-Showing empathy

Two of the participants revealed that they manage the change process by empathising with the staff.

I try to empathise with them as much as most decisions are enforced on them (P16).

By a show of compassion (empathy) (P17).

A sense of empathy is reflected in these statements from participants 18 and 19. It can be deduced that, while the managers may not have the power to break the rules, they can communicate staff concerns to the top management.

I get them to list their concerns. We discuss and see where we can help them as I cannot bend their rules nor break them (P18).

I make them feel free to share their concerns with me and I take it up with the top management (dealer principle) (P19).

7.5.2.7 Main theme 7: Acknowledgement of employee participation

It has been shown in the above subtheme that if staff is critical of the organisation, their concerns may have an impact if not dealt with. This subtheme adds to the above dialogue by exploring how management acknowledges the contributions and suggestions of staff. From the interview, it was clear that the majority of the participants acknowledge the staff contribution through public recognition, while others use incentives and rewards.

a. Subtheme-Incentives and rewards

Some participants stated that their organisations use incentives and rewards to acknowledge employee participation. Such incentives and rewards come in form of shopping vouchers, dinners, commissions, etc.

They got shopping vouchers, gift cards, incentives like cash, or the whole department could be offered lunch (P21).

I acknowledge my staff by taking them out for dinner, or a day off, or even the whole team for a weekend away. I also give special treats (P9).

They occasionally get rewards (P12).

I give them a 'high five' and they get highly compensated by the big commissions (P19).

To promote excellence, we value the reward system (P24).

Award recognition and incentives (P27).

b. Public recognition

The majority of the participants said that their organisations publicly recognise staff contributions in meetings.

Yes. I like people to achieve and acknowledge what they have achieved. I let the rest of the team know this by making a song and dance out of it (P15).

I do that by constantly encouraging them at meetings, acknowledging my staff in the little things they do (P2).

In open discussions and meetings, staff recognition is a means (P3).

We always have general meetings daily and seek their contributions (P4).

At month-end staff meetings, personal recognition and acknowledgement are ways we appreciate our staff (P6).

At meetings, we do personal recognitions to staff to show appreciation for their contributions and excellent decisions (P13).

Participants 10 emphasised that staff recognition is very important.

Very important to acknowledge them, listen to them, and congratulate them (P11).

This may be connected to the fact that staff recognition promotes internal growth and serves as motivation for other staff.

We promote internal growth in the company as a result. We do this by appreciating the potentials of staff (P10).

Acknowledging them at meetings, which makes others get more committed with work and change involved (P20).

Two of other participants noted combining both incentives and staff recognition

We always acknowledge the staff in front of their peers and colleagues and arrange for braais with them (P16).

We give them gifts individually and acknowledge them openly at meetings (P18).

c. Accommodating staff suggestions

Apart from staff recognition and incentives, it was also discovered that suggestions and advice are accommodated.

By accommodating their decisions (P25).

We organise brainstorming sessions where staff contribute ideas and such contributions are being acknowledged and appreciated (P8).

7.5.2.8 Main theme 8: Encouraging physical and online training

The encouragement of physical and online skills development and training has been identified as an essential component in employee job satisfaction. As such, it was vital to know from the perspective of the participants if the management in their organisations encourages skills development and training for managers and staff. It was found that many of the organisations provided skills development and training.

a. Subtheme- Online Training

Yes, ongoing training is arranged all the time (P1).

Yes, the staff is usually sent for continuous development training (P7).

It was uncovered that some of the training was online.

Yes. 100%. This is done through online training and training academy (P4).

We do. Online training and testing each other every now and then (P5).

Yes, online coaching is organised all the time to encourage skill development and training (P26).

Yes, through training programmes and online training programmes (P11).

b. Subtheme- Physical training

We organise car luncheons, training sessions, product knowledge development sessions with staff and new staff members are given time to adjust as well (P8).

Yes. We have lots of skills development programmes. We rather employ and develop people through physical training (P9).

Always and consistently, course training is organised for staff. It is a self-taught industry, so we learn as we work on different things. It is important to think out of the box (P18).

Training is also offered through academic programmes and workshops organised by the company. We do have apprentice programmes and I try to promote skill development and training. Some staff started from the wash bays and are helping with packing cars, making coffees for staff to promote their development (P6).

We do product training, learning academy, and induction courses pending on area of specialisation (P24).

Yes, we do by setting up workshop programmes, test drives, practical training by professional change management experts/organisers so we know our products better and their negative implications (P21).

Yes. With the modern technology of the internet, I-phones, and other smartphones, the company creates application programmes for staff to follow up with (P15).

c. Subtheme- Head Office Training

Some of the participants noted that the training is organised by the head office

Yes. The Head office does train all the time. We encourage that and the company pays for it (P19).

Yes. This is all done by the heads office (P17).

Yes, there is formal classroom training, and coaching of departmental managers (P23).

d. Subtheme- Consistent vs Annual Training

Some organisations only train staff occasionally, while some train their staff consistently; and others do it on an annual basis.

Not as such. It's an occasional arrangement for new staff (P12).

Yes, we enrol them for courses during the year (P25).

7.5.2.9 Main theme 9: Encouraging team spirit

As well as accommodating the change process, many of the participants encourage team spirit. This is achieved by remaining positive and resolving conflicts through open conversation

a. Subtheme-Positive Resolutions

Yes. By remaining positive, communicating discussing remedies together (P1).

There are often personality conflicts. So, I encourage them to talk about it and settle it immediately.

I do not gossip, I deal with the conflict immediately (P2).

7.5.2.9 Main theme 9: Aligning staff and organisational goals

Many of the participants agreed to align staff goals with organisational goals by training the staff in specific job descriptions. This is achieved through:

a. Subtheme-Working with targets, goals, and objectives

Yes. This encourages commitment to the goal of the organisation (P26).

Yes. We achieve this by breaking down the goals to a common goal with that of the organisation. Even though not all staff can meet up at first, but we assist them to get the targeted goal or objective (P10).

Yes. If staff does not agree with anything, they let me know. But generally, we stick with the goal of the organisation (P19).

b. Subtheme-Working with the company values and belief in making profits

Yes. We ensure that the goals are aligned as that is the only criterion to maximise profit for the organisation (P14).

Yes, we line up with the company's beliefs. A lot of it is striving for excellence. We believe in quality and profit-making (P15).

c. Subtheme- Meeting up with strategic organizational goals

This theme is concerned with aligning staff goals with the long-term strategic goals of the organisation.

Yes, we do. As much as we consider the specific goals, we ensure that their personal goals are achieved in congruence with the organisation's objectives. We encourage them to meet the organisation's goals (P21).

It's all about achieving the objective of the company by aligning my objective with that of the organisation (P23).

We sit together with them monthly and discuss their goals concerning the organisation's targets and goals (P16).

Yes, we try to involve them to commit their personal goals in line with the objectives and goals of the organisation (P24).

Participant 9 stressed the importance of aligning personal goals with those of the organisation's goals and objectives:

Yes. Otherwise, the overall strategy of the organisation is not achieved. The staff has to work together to achieve the goal. You need the right attitude together (P9).

7.5.3. Theme 3: Communication management strategy

Communication management strategy refers to the means and frequency of communication to facilitate engagement and flow of information. For this theme, five subthemes that address communication management strategies were considered: communication techniques; communication as a focused vision into reality; communication impact on employee reactions; encouraging feedback sessions; and increasing the impact of communication.

7.5.3.1 Maintheme 1: Change communication techniques

In terms of the communication techniques used by an organisation to communicate the change process, many of the organisations use several related communication techniques, which include emails; vocal communications; personal communication; monthly meetings; general meetings; board meetings; open discussions and notice boards.

The respondents mentioned the following:

a. Subtheme-Verbal, written, online (emails) communication techniques

verbal communication, emails, notice boards and written notices (P1).

verbal/personal communications and emails (P2).

emails, and we do have monthly meetings (P3).

general daily meetings and emails (P4).

full correspondence via e-mails after which we discuss (P5).

I get to email and follow up with verbal communication (P6).

emails and meetings (P7).

Participant 8 noted that meetings are to clarify any misunderstanding which may have arisen in verbal communication and emails.

Verbal communications, through informal meetings and follow-ups with emails. As soon as the management is aware of any change, we have a meeting for clarity to avoid any rumours (P8).

Participants 10, 11, 13, and 15 also shared a similar position by noting that emails are used to reinforce instructions after verbal meetings.

Personal communication. I call them in and show them the way to address the new change structure. I follow up with emails, and during meetings we discuss the changes again (P10).

Personal communications and emails. We do have office meetings, but emails are more convenient for reaffirming instructions (P15).

We do have meetings once a week and emails to follow up on certain change projects required (P20).

7.5.3.2 Main theme 2: Maintaining a focused and positive vision

When asked if the participants stay focused on the change process while communicating their intentions into reality, many of them agreed that they stayed focused on the organisation's vision. Participant P1 said the following:

a. Subtheme- Personal agreement

Yes, I do. As a manager, decisions made at the higher levels should be the best decisions whether staff likes it or not. They have to go with it and remain focused (P1).

Participants 3 and 5 shared the above-mentioned sentiment by noting that it is their job responsibility to ensure that management policies and changes are implemented.

Yes. Everything is documented. I ensure that I am focused on it to work (P3).

Yes, definitely. It is my job and I got to answer for it so I have to ensure that the change happens (P5).

Yes, absolutely. It is important to remain focused on communicating the change process so it can be properly understood (P20).

Accordingly, to participant 27, staying focused is the only way change be managed successfully.

Yes. Staying focused is the only way change can be managed successfully (P27).

Yes, I have to conform to the group policy or changes when I notice negativity amongst staff. I bring a mentor or coach to encourage and inspire them. I nurture my staff and also feel for them when there is a huge change to be made (P2).

b. Agreement by subjection

Furthermore, while participant P12 shared that managers must follow the instructions from top management, regardless of their intentions, P13 was of the view that the managers must constantly work on their intentions.

Intentions could mean anything. My intention to reality has to be purely for the right reasons. If my intentions will add value, I will just go with the change process as told (P12).

Always, you create a mental picture of your intentions and you have to constantly work with your intentions and follow up with your staff as usual (P13).

7.5.3.3 Main theme 3: Impact of communication techniques on employee reactions

When asked if the communication techniques affect employee's reactions positively or negatively, many of the participants interviewed revealed that they had a positive impact on the employees. These positive impacts include improving the work ethic, inclusivity, and responsiveness.

a. Subtheme: General positive impact:

Positively. They feel included and expected to ask questions regarding the decisions communicated (P1).

Positively, because they put extra effort (P17).

Positively, because they know where they stand and what are their goals to achieve (P3).

If you talk to them, you get immediate feedback so it is positive (P11).

Positively, because they also respond via emails (P22).

Participant 9 shared a similar sentiment by noting that the impact of the mode of communication depends on the staff.

Most times, it is positive; but once in a while, we get negative reactions based on individual differences (P9).

The above-mentioned differences might explain while staff can misinterpret the change communication message.

Participant 12 argued that the change process was already decided upon by top management without considering the concerns of the staff.

I am indifferent to that because emails are sent. Top management decides what they want already, not considering the concerns of staff (P12).

7.5.3.4 Main theme 4: Communication strategy for feedback sessions

This theme considers how the managers encourage feedback sessions through their communication strategy. It emerged that participants encourage feedback sessions through open forums; coaching mentors; monthly meetings; memos and emails; training sessions; and one-on-one discussions.

In terms of feedback from forums, the following was noted:

a. Subtheme-Feedback strategy from meetings

Yes, definitely through forums, concerning what is discussed and to be discussed (P1).

It was found that feedback is given in monthly or daily meetings.

Yes, when we have monthly meetings (P6).

Yes. At daily meetings (P9).

Yes. In monthly meetings, we encourage ideas to be addressed from them (P3).

Yes, at daily meetings and business-related feedbacks (P25).

Yes. I like to know where I stand in their life and with work (P8).

b. Subtheme- Feedback strategy at individual level

It was mentioned that, due to the differences in staff personalities, individual feedback is used to follow up.

Yes, every staff is different so I try to follow up on their feedbacks (P20).

Moreover, two of the participants stressed that employee feedback is very important to the organisation.

Yes, their individual feedbacks are very important (P26).

7.5.3.5 Main theme 5: Increasing the impact of communication

The participants used different techniques to increase the impact of communication and avoid ambiguity/misunderstanding in communication. These include open communication, collective discussion, follow ups, emails, etc.

It can be gathered from P 16, 1, 21,25, 26, 19,20,24 that diverse communication channels were sought to increase impact and efficiency of communication.

a. Subtheme- Open communications and collective discussions

Yes, everyday meetings grant them opportunities to speak and we discuss collectively (P16).

Open communication; follow-through, self-discipline, and proper communication (P1).

Whatever is communicated is written and also discussed in the morning meetings. This will help sort out clarity (P21).

b. Subtheme- Personal Follow ups and confirmations

We further discuss on various other platforms like printouts, verbally and otherwise (P25).

By continuously reaching out for confirmation of their understanding (P26).

I do emphasise in my emails, they should come in for further clarifications if they are not clear on anything (P3).

By following up with staff verbally and through emails (P19).

By consistent, individual follow ups (P20).

One-on-one follow-up (P24).

Through open discussion, they discuss their misunderstanding thereof (P16).

c. Subtheme- Communication by gesture, demeanour and relationship

Another technique for increasing the impact of the change communication process was explained by participant 18.

By speaking calmly and not talking to staff loudly or rudely. I always try to be calm, which is very critical for me to be personally (P18).

Participant 2 said that having a good relationship with the staff will help discover the best communication strategy to follow.

Having a relationship with the staff and knowing them will help you know what communication strategy they best will accept. However, preparation is key in a change for it to be understood (P2).

The above statement very important as it could help prevent any misunderstanding. Participant 17 reinforces this view.

They are given basic tools, which are understandable, and as a result, there have been no misunderstandings (P17).

7.6 Limitations to the study

The limitations to the study were minimal besides the few mentioned in the context of the study:

- Of the 270 questionnaires which were administered, only 170 were returned, fully completed to be used for the empirical analysis of the data. However, the qualitative study was employed to compensate for the weakness of the quantitative study.
- The researcher applied non-parametric tests to the data, to give the empirical analysis a degree of scientific rigour. Different non-parametric tests were used to test the significance of the formulated hypotheses, in line with the exploratory framework and model developed for this study.
- Another constraint was that the analysis of the data consumed a lot of time due to the complicated nature of the questionnaire. The researcher also engaged in a comprehensive statistical analysis of the change management framework model and its major components (leadership style, resistance management and communication management) by testing numerous hypotheses. This was a rigorous exercise and it served a useful purpose by giving the computed results.
- The inclusion of two independent samples at the selected dealership companies in the Durban Metropolitan Region (staff and managers) made it difficult for the researcher and statistician to conduct any further differential statistical tests on the quantitative data, which gave the statistically computed results of each group in the analysis comparable test values, either in agreement or disagreement with the perceptions of respondents. It also facilitated the interpretation of the test results by correlating different views in a scientific way. On the other hand, the researcher applied thematic analysis on the qualitative data, but still in line with the objectives of the study, since it was a convergent mixed method.

7.7 Conclusion

This chapter presented the results of the empirical analysis. The data from the questionnaires and the semi-structured interview questions were analysed and interpreted. The descriptive statistics were presented using tables and graphs in the first part of the chapter. Factor analysis, multi-regression analysis, correlation analysis, and Pearson's Chi-square test, as well as the structured equation model, were used to compute the statistical analysis.

The Kaiser-Meyer-Olkin test and Bartlett's Test of Sphericity were applied to determine the factorability of the inter-correlation matrix. The items loading at, or above, 0.05 were subjected to factor analysis. All the factors in the KMO measurement of sampling adequacy value were greater than 0.500; and Bartlett's Test of Sphericity was less than 0.05. Correlation analysis was used to determine the relationship between variables in the study. Of the ten correlations conducted, eight showed a positive correlation, while two indicated a negative correlation. Pearson's Chi-Square test was used to test hypotheses that were developed to determine whether there was any significant correlation between the variables in the change management leadership (dynamic) model.

Taking cognisance of the fact that the study is exploratory, the analysis of the data under the relevant themes gives an integrated and holistic overview of the study in line with the research objectives. An integrated discussion of the results is presented in the next chapter. This chapter offers a structured approach to linking the relevant findings with the literature review and the systematic model.

CHAPTER EIGHT: DISCUSSION OF RESULTS

8.1 Introduction

The results of the analyses, together with the relevant themes and objectives, will now be used to examine the study's hypotheses. The discussion of the results will be presented in terms of both the quantitative and qualitative parts of the study – a convergent mixed method (Cresswell, 2016:95).

The first section deals with the findings emanating from the interpretation of the results using descriptive and inferential statistics. This will be augmented with the contextualised results of the themes which will later facilitate comparison and integration with more pertinent findings from each objective of the study. The second section examines the implications of the findings. The central hypotheses are discussed under specific objectives of the study and a summary of the main findings is given both quantitatively and qualitatively. The hypotheses are stated again in this chapter to facilitate easy reference. The implications of the findings on the on the hypothesised model present a critical overview with a balanced perspective of empirical support with the hypotheses tested.

The target population was drawn from a NADA (National Automotive Dealership Association) survey of dealership companies in KwaZulu-Natal, South Africa. The survey method consisted of questionnaires administered to the targeted respondents from the selected dealership companies. The data for the qualitative study was collected using personal interviews conducted by the researcher. A total of 170 questionnaires were received out of the 270 administered (63% response rate) and 28 managers were successfully interviewed, out of the expected 30 (93% response rate).

8.2 Results from the objectives and themes of the study regarding leadership management (Inferential and correlational analysis)

Results from the research objectives and themes of the study regarding leadership management:

8.2.1 Leadership style management

Leadership style management refers to the act of guiding an organisation through positive changes.

The two major approaches, or leadership styles, considered for the study are as follows:

8.2.1.1 Transformational leadership style

Transformational leaders are dynamic, energetic, compassionate leaders who thrive and grow organisations where employees are in a supportive environment that encourages their initiatives and expression of individuality (Kahn and Aslam, 2012:18). According to Singh (2015:749), transformational leaders strategically reduce resistance levels and enhance job satisfaction. In this study, there was no significant correlation between transformational leadership and resistance to change; as was also found by several other research scholars. Based on the given dimensions, transformational leaders display the following attributes which will be used to discuss the findings:

8.2.1.1.1 Idealised influence

Transformational leaders build respect and loyalty, and express a sense of conviction and confidence, or boldness, which influences their decision making (Flynn, 2009:86). Transformational leaders also provide a sense of vision, whilst motivating their followers, thus creating change management awareness (Mc Clesky, 2014:112).

Findings from the quantitative study revealed that the majority of the staff feel good about working with their managers and are proud to be associated with their managers. The majority of the staff are impressed by the values of their managers. The findings from the qualitative study revealed that the majority of the managers introduce change management by negotiation, persuasion and manipulation of staff in an open forum. Fewer of the participants agreed that decisions were jointly shared between managers and subordinates. These are the hallmarks of idealised influence leadership style. Nearly all participants were able to be bold and, generally, agreed to handle doubtful decisions amicably. Generally, the participants revealed that they were in support of change and willing to assist or support in managing change to avoid resistance from the staff, through their dedication, commitment, passion, motivation, and respect for their jobs. Nearly all the managers (participants) displayed **idealised influence**, an attribute of a transformational leadership style.

Hamid, Sakineh and Ahmed (2021:16) discovered that idealised influence has a significant effect on an organisation's innovation and transformational leaders play an influential role and welcome inventiveness. In summary, in terms of idealised influence, a higher proportion of the staff and

managers agreed with the practice of a transformational leadership style, which causes less resistance to change from employees.

8.2.1.1.2 Inspirational motivation

This involves communicating and applying a long-term vision, goals, and objectives (Jung, Chou and Wed, 2003:43). Inspirational motivation involves the stimulation of enthusiasm and goal achievement (Odumeru and Ifeanyi, 2013:98). Regarding inspirational stimulation, quantitative findings revealed that nearly all the participants were encouraged by their managers to utilise their best skills to full capacity, which suggests that the staff was confident in the commitment of their managers to their work. Similarly, three-quarters of their staff agreed that they were assisted by managers with change implementation and organisational goals. More than half of the staff was compelled to understand the articulated vision of any change implementation. Qualitative findings revealed that the majority of the managers (participants) agreed to align staff goals with organisational goals, and most of them also agreed to stay focused on communicating the vision of the organisation into reality.

Simply put, both quantitative and qualitative findings revealed a higher proportion of agreements with the requirements of inspirational motivation. Through inspirational stimulation, leaders ought to pay attention to their workers' inner concerns (Hamid, Sakineh and Ahmed 2021:16). Communication is essential for facilitating inspirational motivation (Afsar, Saeed and Hafeez, 2017:102). This implies that inspirational stimulation, as suggested by other scholars, is in line with expectations; except for the fact that communication needs to be improved on by some of the leaders.

8.2.1.1.3 Intellectual Motivation

This centres on encouraging creativity among followers, which occurs when leaders encourage innovation among followers. In other words, followers are encouraged to explore new thoughts by thinking out-of-the-box when confronted with change, thereby promoting creative ideas that result in individual decision-making and problem-solving skills (Barling, Gomotis, Gaten, Kelloway and Kanty, 2003:163). Findings from the quantitative study revealed that three-quarters of the staff agreed that their managers enabled them to think about innovative solutions to old problems. Similarly, the same proportion also agreed that they were allowed the freedom to look for new ways to solve problems. However, a lower percentage agreed that their ideas had never been questioned.

In summary, this construct suggests the practice of transformational leadership as it promotes intellectual creativity.

On the question of managers and innovation and creativity, the majority of the participants (managers) encouraged innovation and the creative skills that staff has to offer. The majority of the managers also agreed that management makes room for skills development and training. A higher proportion of staff and managers agreed with intellectual stimulation, which is also an attribute of transformational leadership. To this end, it is suggested that managers adopt organisational humanistic theories and collaborative decisions, which facilitate the acceptance of change and commitment to it (Park and Pierce, 2020:576)

8.2.1.1.4 Individualised consideration

Individual consideration involves identifying and addressing the individual needs of followers through coaching and mentoring individuals and identifying their potential and uniqueness (Chou, 2015:10). Leaders allow followers to grow through task delegation and effective participation in change-related tasks and activities. Findings from the quantitative study indicate that nearly all staff agreed that they were aware of being updated on how to cope with their jobs. However, a smaller number of the participants were remaining neutral regarding whether staff felt rejected. This suggests the proportional reduction of favouritism and greater familiarity with staff dealing generally. The qualitative study found that roughly half of the managers interviewed practised task delegation because it is essential, and nearly all of them agreed that they managed employee concerns. It was also discovered that nearly all the managers acknowledge employee participation.

A higher proportion of both staff and managers agreed that individualised consideration is practised. However, a smaller proportion of the staff and managers were either indifferent, or did not support it. This point to the fact that the majority of the managers exhibit the transformational leadership trait of individualised consideration. Considering the effect of individualised consideration, it was suggested that management pay more attention to interacting directly with staff and hearing them out (Novak, Breznik and Natek, 2020:37).

8.2.1.2 Transactional leadership style

A transactional leader rewards employee for task completion, thereby obtaining power from the transactions which allow followers to fulfil their self-interests and concentrate on organisational

goals to increase quality (Kaur and Gupta, 2016:158). A transactional leader is governed more by contractual agreement than trust (Kahn and Gupta, 2016:18). Empirical evidence from previous investigations indicates a relationship between transactional leadership and effectiveness in some settings. On the other hand, certain scholars suggest that transactional leadership has no significant impact on employee performance (Purwanto, Bernato, Asbari, Wijayanti and Hyun, 2020:1). However, findings from this study revealed the following:

8.2.1.2.1 Contingency rewards

Contingency rewards aim to stimulate extrinsic employee motivation (Oseebar, 2012:39; Odumeru and Ifeanyi, 2013:99). Success criteria are agreed upon by both parties, with the achievement being either rewarded or punished. Positive reinforcement patterns are used where the leader implicitly clarifies performance standards (Iscari, Ersari and Natiyok, 2014:881). Findings from the quantitative study revealed that an overwhelming majority of the staff agreed that staff is told what to do if they want to be rewarded. The same proportion of participants agreed that their performance was recognised by rewards when they attained their goals. Nearly all the staff clarified their responsibilities for target achievement. In other words, more positive agreement with this construct suggests that contingent rewards promote productivity amongst the employees, as was pointed out in previous research (Changar and Atan 2021:1411). Similarly, the qualitative study revealed that the majority of the managers agree to acknowledgement-by-reward. However, some of the managers did not agree with this.

In summary: a large proportion of both managers and staff use contingency rewards, but some did not agree with such practices. Findings from Lee and Ding (2020:37) suggest that contingency rewarding could either promote or hinder staff empowerment, when predicting follower performance.

8.2.1.2.2 Passive management by exception

Findings from Oseebar (2012:37) suggest that passive management by exception involves deviating from acceptable performance standards. In other words, it should not involve active monitoring of performance and actions, usually undertaken by the leader. Andressen, Hetland, Pallesen and Notclears (2011:511) further indicated that passive management by exception is a passive reactive approach that only waits for errors to occur before taking charge. This is because the leader is not inclined to set a standard.

Results from the quantitative study revealed that nearly half of the participants agreed with the statement that management is fine with whatever staff wants to do, while a very small proportion remained neutral; and the rest disagreed. However, looking at the qualitative findings regarding task delegation, a couple of managers delegate tasks occasionally (passive management by exception). Also, a few managers agreed that staff decisions were permitted, which is attributed to the practice of passive management by exception. In summary, it is suggested that the practice of passive management by exception is not generally supported by both managers and staff, even though it is practised by a couple of the managers. Lee and Ding (2020:37) suggest that this leadership style serves as a means of empowerment; but not in all cases. In this case, the management could decide which actions or decisions could be passively handled, and which ought not to be. With this in mind, benchmarking and supervision should be ensured to maintain standards of performance.

8.2.1.2.3 Active management by exception

Findings from Iscan, Ersari and Natiyok (2014:881) suggest that actively monitored followers deviate from the standard. Oseebar (2012:40) added that the leader hastily corrects the employees who do not apply effective techniques and corrective measures, to meet the leader's standards. Findings from the quantitative study revealed higher levels of agreement regarding managerial satisfaction when staff meets the agreed standard. Significantly, it emerged that the majority of the staff also agreed that they were informed of the expectations for their work. Three-quarters of the staff agreed that management would not make changes if things were working well. From the qualitative study, nearly half of the managers interviewed agreed that top management handles all decision making, which implies active management by exception. Regarding encouraging innovation and creativity in the staff, a few managers emphasised that this was not their priority as they were responsible for all ideas, suggestions and skills needed to operate the business. This implies the practice of active management by exception. A smaller portion of the staff preferred handling tasks alone and did not agree with task delegation, due to the standard work expectations, which is an indication of active management by exception.

In summary, majority of the respondents agreed with the active management by exception as against the smaller number of managers who seemed to agree with the practice of passive management by exception. Wahyuni, Purwandari and Syah (2020:156) suggest that this leadership

style improves job performance, even though it hinders empowerment and improvement of subordinates.

8.2.2 The impact of change leadership style on resistance to change

The impact of change leadership style on resistance to change has been categorised, based on transformational and transactional leadership styles, as follows:

8.2.2.1 The impact of a transformational leadership style on employee resistance to change

Findings suggest the significant relationship that exists between transformational leadership and resistance to change (H1). Nielsen (2008:468) revealed that transformational leadership was positively associated with better working conditions. The ADKAR model on change management also suggests that good working conditions lead to an increased commitment to work. Based on the outcomes for organisational change, effort depends on the performance of its workers (Winasis, Djumarno and Ariyanto 2020:7732). Findings from this study reveal a negative correlation, which suggests that, as resistance to change increases, transformational leadership reduces. This is in line with various researches, which both suggests and proves that transformational leadership reduces resistance.

8.2.2.2 The impact of a transactional leadership style on employee resistance to change

The study indicates the significant connection between transactional leadership (active and passive management style) and resistance to change (hypothesis 2a and 2b), especially when the leader utilises a wrong change management approach (passive management leadership). Findings from Iscan, Ersari and Natiyok (2014:882) suggest that a leader's behaviour can prevent potential problems before they arise. This could also lead to the fear of being reprimanded for non-compliance, and eventually reduces resistance to change. Findings from a study by Iscan et al. (2014:882) disclose that leadership grounded on searching for faults threatens self-actualisation and the need for independence, as it reduces the freedom employees have; and this invariably impacts on employee resistance. Moreover, excessive monitoring by the leader can weaken a follower's sense of self-fulfilment at work

Findings from this study reveal a linear relationship between resistance to change and transactional leadership in the surveyed companies. The negative correlation suggests that, as resistance to change increases, transactional leadership increases, and vice versa. This correlation is weaker than

that with a transformational leadership style, which implies that transactional leadership is more likely to increase resistance to change, compared to transformational leadership; as suggested by other research findings.

8.3 Results from the objectives and themes of the study regarding communication adequacy/ management

(Inferential and correlational analysis)

The objectives and themes of the study regarding communication adequacy management are presented as follows;

8.3.1 Communication adequacy management

Research studies indicate that, by communicating new changes to employees, the leaders can obtain positive feedback from employees. Failure to communicate change effectively will have a negative impact on the organisation (Amjad and Rehman, 2018:56). Based on the study findings on communication adequacy, three major components influencing the effects of communication are proposed:

8.3.1.1 Structure of the communication system

Nadler and Tushman (2011:100) suggest that the flow of information should shape and create new behaviours to support employees' participation in change plans. Findings from the quantitative study indicate that three-quarter of the staff agreed that they received adequate information about changes in their jobs, and more than half of the staff confirmed that they received adequate information about changes in the organisation's rules and policies. Also, half of the staff agreed that they received adequate information about their pay and benefits. These above-average percentages suggest that the structured systems of the organisations, which are in place, promote effective communication. The qualitative findings reveal that the majority of the managers expressed positive agreement with the impact that communication techniques have on employees. They also agreed to remain focused on communicating the vision of the organisation into reality. A higher percentage of participants agreed that the free flow of information or communication was adequate in the surveyed companies.

8.3.1.2 Communication of roles to organisational members

Findings from other research in this regard indicate that sudden changes easily overwhelm employees and, for this reason, management needs to take the appropriate steps in the change process (Asgharhani and Patterson, 2012:134; Novak, Breznik and Natek, 2020:37). Management should ensure that everyone is meeting the targets, objectives and vision of the organisation. Technology and information systems are used to effectively communicate their roles to organisational members (Patel, 2021:45). Findings from the quantitative study revealed that more than half of the staff agreed that they received adequate information. Similarly, three-quarters believed that they received adequate information about how well they were doing in their jobs. More than half of the staff agreed on how organisational decisions, in terms of communication, affect their jobs. In general, these findings suggest that adequate communication is essential for work productivity. In the qualitative study, it was revealed that a small proportion of the managers agreed that they used several communication techniques, including emails; vocal communications; personal communications; monthly meetings; general meetings; board meetings; open discussions; and notice boards. Their consensus was that these techniques are essential for effective operations in the business. In conclusion, managers have a significant role in effective change communication management.

8.3.1.3 Communication channel efficiency

This focuses on the application of appropriate communication channels for effective and efficient communication at every point in time, within and outside the organisation. Other research findings suggest that continual inventions and technology will lead to the proper communication of change and also could be responsible for alleviating or overcoming resistance during change (Huotari, 2020:97). Findings from the quantitative study revealed that more than half of the staff was informed about promotion and advancement opportunities, while three-quarters of them agreed that they were informed about new products, services and programme developments. At the same time, three-quarters of the staff agreed that they were well appraised of how their jobs related to the operation of the organisation. These above-average percentages reveal that communication channels employed in the organisations are very efficient. Findings from the qualitative study revealed that the majority of the respondents agreed with the positive impact of communication techniques on employee reactions.

In summary, the channels of communication are efficient. However, the need for continual training and coaching of staff could assist with curbing resistance to change.

8.3.2 Impact of communication adequacy on employee resistance to change

Duneva's (2021:109) research findings indicate that adequate organisational communication is vital for an effective change process, because the essence of an organisation is the exchange of information and the transmission of meaning. Information plays an important role in any process of transformation, as it is the main vehicle medium for learning, adjusting, and developing. As a result, adequate communication alleviates anxiety and fear, and other symptoms of resistance to change in an organisation (Hsu and Goldsmith, 2021:1). Findings from other studies indicate that communication leads to transparency and, as a result, reduces resistance (Patall, 2021:142; Balog-Way, McComas and Besley, 2020:2240). Pearson correlations (hypothesis 3a and 3b) suggest that a strong positive relationship exists between communication roles, the organisation's members and short-term focus ($r = 0.941$; $p < 0.05$). No significant relationship was observed between organisational structure and communication channel efficacy, and routine seeking, cognitive rigidity, emotional reaction and short-term focus ($p > 0.05$).

There was no significant relationship between the structure of the organisation and efficient communication channels. This implies that different communication instruments ought to be identified and understood by the management and staff, especially to help overcome or resolve conflict issues, as well as to alleviate resistance to change (Lauer 2021:119; Novak, Breznik and Natek, 2020:37).

8.4 Results from the objectives and themes of the study regarding resistance to change

The objectives and themes of the study, regarding resistance to change consist of routine seeking, cognitive rigidity, emotional reaction and short-term focus.

(Inferential and correlational analysis)

8.4.1 Resistance to change management

Stamatopoulou, Tzavella and Prezerakos (2020:294) discussed the reliability and validity of the resistance to change management scale, which validated the internal consistency of the four factors:

routine seeking; cognitive rigidity; emotional reaction; and short-term focus. The results from this study suggest that the instrument is satisfactory. Results showed that the highest correlations were observed between emotional reactions and short-term focus, while the lowest were between cognitive rigidity and the other three scales.

8.4.1.1 Routine seeking

This explains an individual's tendency to adopt or resist change; while another focuses on an individual's preferences for levels of stimulation and novelty; and the other emphasises a reluctance to abandon old habits (Stamatopoulou, Tzavella and Prezerakos, 2020:294). Some scholars described the emotional aspects of routine seeking in their findings, through body movements or emotions (De Rond, 2019:1; LeBaron and Christiano, 2013:67). Others made their observations through hearing, seeing and experience, or diaries (Van Mananen, 2019:222). Thongson, Yamtim and Jai-Aree (2020:441) indicated that a lack of staff faith, confidence and intention to learn affected their competency, understanding and ability to learn. In summary, the practice of routine seeking was discouraged through breakthrough activities initiated by most of the managers. This was further supported through the encouragement of innovation and creativity to reduce resistance. It was also noted that employees were in support of change, than against it, this implies that management has to focus on inculcating a positive mindset in the staff.

This implies, in as much as employees might have their different thoughts, beliefs and fears of accepting change, that a reassuringly high percentage of managers supported and managed their concerns, and reduced their resistance to change. This could be achieved by encouraging positive mental wellness through stress management coaches for staff who need them.

8.4.1.2 Emotional reaction

Usman (2020:95) states that employee reaction is an effective dimension that reflects the feelings of organisational members when confronted with change. Result from his studies proves that emotional reaction is a specific approach to achieve success in organisational change. Further results showed that emotional leadership inspires employees and as a result boosts productivity and performance (Ouakouak, Zaitouni and Arya, 2020:1)

Findings from the quantitative study revealed that just under half of the staff did not look forward to change whenever their lives had settled into a stable routine. A smaller number looked forward

to change. Nearly half of the staff also disagreed with changing their minds; and a very tiny portion remained neutral. In the qualitative study, nearly all the managers dealt with employee concerns by getting regular feedback and initiating flexibility through certain breakthrough activities.

In summary, while half the staff did not look forward to change, most of the managers agreed with initiating flexibility through breakthrough activities to relieve staff pressure, stress, and anxiety; and to generally manage their concerns. However, the implication of this is that individuals who experience loss of control over their environment might react to change by becoming anxious or frustrated, which leads to a reluctance to change. In this case, management or leaders are advised to show more empathy.

8.4.1.3 Short-term focus

According to Laran (2020:91), the affective dimension demonstrating an individual's distractions by short-term inconvenience, resulting from the inability to embrace new ways of working, is referred to as short-term focus. Avoiding the temptation of short-term focus is often difficult. Laran's findings indicate that many factors, like the psychological processing of information, resource availability and setting priorities can aggravate harmful staff behaviours. Bair, Stimpert and Huff (1992:11) explained this by emphasising a time delay before a succession of planned changes.

Other researchers noted that employees' learning abilities are a developmental process that requires time for the construction of new skills and capabilities (Malik, Pereira and Tarba 2019:536; Brownson, Fielding and Green, 2018:27). This implies that time should be given for employees to mentally assimilate the new planned changes, and to develop positive attitudes and perceptions towards change; and individuals who find it difficult to adjust should be given an adjustment period.

Findings from the quantitative study revealed that just under half the staff agreed about not changing their minds, while a smaller portion was unsure. Similarly, approximately half the staff admitted that they did not change their minds easily, while a smaller portion was unsure whether if they changed their minds easily, or not. In addition, more than half agreed that their views were consistent over time, while a smaller portion was unsure whether their views remained consistent over time. In summary, the findings reveal that more of the staff were steadfast and obstinate in their views; and it can be concluded that short-term focus could lead to resistance in the companies.

Findings from the qualitative study revealed that nearly all the managers made room for skills development and training through ongoing training arrangement; the development of staff potential; organising training courses and testing of the staff; arranging apprenticeship programmes; continuing development training; skills development programmes through modern technology; product development test drives; and change management programmes. Participants 17 and 19 encouraged skills development through office management; while participants 12, 13, and 14 did not support skills development (inadequate skill development or training). The essence of skills development training is to ensure that employees are continually involved in improving their skills and attitudes to change, which eventually reduces resistance to change.

8.5 Results from the objectives and themes of the study regarding the impact of demographics on resistance to change

The objectives and themes of the study, regarding the impact of demographics on resistance to change, are considered by age, gender, tenure, educational level and race.

8.5.1 Impact of age, gender, tenure, educational level and race on resistance to change

The study comprises the following demographic categories:

8.5.1.1 Impact of age on resistance to change

Findings from Loomis (2015:145) indicate that baby boomers accept change more easily as their work chain-of-command committed to hierarchical order; while it was observed that Generation X and the Millennial Generation Y are generally more independent, self-motivated and self-sufficient. Findings from the study reveal that the baby boomer generation (55-64 years), mainly females, were more comfortable with resistance to change compared to the rest of the participants. Generation X (35-44 years) dominated the sample, and included more than half of the males and females. Findings reveal that they showed limited resistance to change compared to Generation Y and the millennial generation. Generation Y (25-34), consisting of a very small number of males and females, showed a tendency to be more innovative; but were more likely to resist change. Finally, the millennial group (18-24) tended to be more flexible than the other groups. This group consisted of the smallest number of males and females, and a small percentage of this group exhibited resistance tendencies. In summary, age has little or no association with resistance to change as findings from the investigated statistics of this study have shown.

8.5.1.2 Impact of tenure on resistance to change

The participants' tenure of work is shown in Figure 7.2. It was observed that more than half of the participants have worked for 0 -5 years; while very few of the participants have put in 16 -20 years of work. This suggests that the majority of the participants are drawn from a population that has less than ten years' work experience.

Findings reveal that employees who have worked for longer are more settled in their jobs and less resistant to change, compared to employees who have worked for fewer years. This implies that staff members with a shorter tenure are more likely to resist changes. In general, in the quantitative analysis, tenure had a significant impact on resistance to change.

8.5.1.3 Impact of gender on resistance to change

Numerous studies have recognised the influence of gender disparities on management practice. According to Homer (2005:96), "research findings suggest that there is a difference between male and female execution of emotional expressiveness and hence women are regarded to possess better skills of encoding and decoding." Coleman, the developer of 'national intelligence', stated that women are better at reading the feelings of others, than are men; which implies that the chance of misconceptions and conflict due to unspoken or unclear messages is decreased (Laura, 2008:452). Additionally, Wittborn and Hayren (2021:1) observed that the presence of women is associated with efficient performance.

Findings from the study revealed a higher proportion of males than females; but there was no significant difference in the effect of gender on resistance to change ($r > 0.05$). Within the age category of 18-24 years, there were more males than females. Similarly, males also outnumbered females in the category 25-34 years, as well as in the category 35-44 years. However, there were more females in the 55-64 year-groups. In general, results from the study indicated no significant relationship between gender and resistance to change.

8.5.1.4 Impact of educational level on resistance to change

Findings from a case study of university staff resistance to communication information provided evidence that, regardless of academic qualification, training and coaching are necessary for enhancing staff performance and reducing resistance to change (Lin, Singer and Ha, and 2010:38). However, it was also observed that, despite decades of managerial initiatives, professional or

academic achievement has a positive impact on change readiness and the willingness to be involved in a change process rather than to resist it (Oygarden, 2020:1).

Findings from the study reveal that an overwhelming majority of the staff had a matric; while very few of the staff and managers had qualifications beyond matric. However, there was no empirical evidence that educational level had any association with resistance to change.

8.5.1.5 Impact of race on resistance to change

Spears and De Loach (2020:1) found that blacks are often criticised and misrepresented as underdeveloped, while whites experience a set standard of living, and this often affects work performance due to their mental and psychological mindset, which often triggers resistance to change. However, in this study, Indians over-whelmingly dominated the selected automobile dealerships in DMR, out-numbering the other races. The survey reported that nearly half of the populations were Indians and the Africans; with whites a little more than a quarter of the population, and coloureds making up the rest. Given that the Indians and whites had higher educational qualifications compared to the blacks and coloureds, it was assumed that they would more easily adapt to change. However, the study found no significant correlation between race and resistance to change.

8.5.1.6 Impact of Department on resistance to change

Successful organisations disseminate effective resistance management cultures which could be practiced differently in each departmental unit, thereby yielding varying degrees of change management (Johansson, Astrom, Kauffeldt, Helldin and Carlstrom, 2014:156). Based on the study, it was noted that there was significant correlation found between resistance to change and departments.

8.6 Conclusion

This chapter presented the discussion of the results from the empirical analysis. Results that emerged from the comprehensive empirical analysis of the data were corroborated by other literature and researchers who had conducted similar studies. As a result, their findings were contextualised for the current study. However, the researcher expresses caution: these findings may not be generalised to other automobile dealership companies in South Africa, as the study was restricted to the Durban Metropolitan Region in KwaZulu-Natal, South Africa.

CHAPTER 9 CONCLUSIONS AND RECOMMENDATION

9.1 Introduction

The first chapter in this study gave a general oversight of the study, stating all the main objectives of the study and all that would be discussed in the subsequent chapters. The second chapter focused on the description of the areas being studied. The third chapter offered conceptual insight into the dependent variable, which is the third objective of the study, focusing on resistance to change. The fourth chapter gave an oversight of the independent variable, which is change management leadership, along with the change management leadership styles and their components, which is one of the objectives of the study. The fifth chapter of the study focused on the process of a conceptual change management leadership model, developed from previously existing model, along with other existing leadership styles, communication tools and resistance management strategies suggested by other scholars in this field of study. The sixth chapter discussed the research methodology and design adopted for the study, along with the approaches and strategies employed for data collection; sampling techniques; statistical instruments; measurements of validity and reliability; as well as ethical considerations. The seventh chapter described the analysis of the data, which was based on statistical and thematic analysis for the quantitative and qualitative studies, respectively. The eighth chapter presented discussions of the results, compared to those from similar studies. Finally, the last chapter offers the conclusions and recommendations, based on the findings of the study.

9.2 Conclusion

The summarised objectives of the study were to identify the change leadership styles, the causes of resistance to change and the theories behind it. Additionally, the study aimed to identify the role of communication adequacy in connection with resistance to change and to introduce a proposed model for effective change management implementation. Based on the above objectives of the study, the overall objective of the study was to discern the underlying impact of these change leadership styles on resistance to change. These change leadership styles are transformational and transactional leadership.

From previous studies and the literature, transformational leadership is recognised as enabling organisations to thrive better in an unpredictable environment. Findings from various investigations

also indicate that the transformational leadership style has a direct, and indirect, positive impact on organisational innovation due to the mediating role of knowledge management that it encapsulates.

9.3 Recommendations

Faced with the recent global covid-19 pandemic, organisations have been forced to adapt quickly to new change management policies and this can only be possible with a positive and change-supporting mindset from the managers and employees (Pearce, 2020:45). In order to realise the underlying objective, which is to assess the impact of change leadership styles on resistance to change in the DMR, findings indicated that transformational leadership did not correlate with resistance to change. This implies that the major components, which are idealised influence, inspirational motivation, intellectual inspiration and individualised consideration, serve a mediating role in the positive behaviours and reactions of staff to change (Muppidathi and Krishnan, 2021:269).

As several researchers have suggested, transformational leadership creates a friendlier environment which evokes positive reactions to change. It was further suggested that managers need professional support in improving their skills in the implementation of successful change management, as well as improving communication management (Bass and Riggio, 2006; Sharif, 2019:112; Hackman and Johnson, 2013:126; Lian and Tui, 2012:59). Arising from the empirical analysis of the findings, managers need to overcome resistance in order to make employees committed without feeling compelled. Furthermore, by setting a good example, managers have ample opportunity to positively influence employees, by considering employees' interests during the implementation; communicating with the employees in order to make them understand the meaning of the change; trying out different leadership approaches in dealing with resistance, because not all employees resist change in the same way (Hill, Seo, Kang and Taylor, 2012:758). In summary, the hypothesised model helps to organise measures that are central to effective change implementation using the following recommendations presented, based on the findings from the rigorous critical analysis.

9.3.1 Recommendation from the results pertaining to the perception of leadership management (Obj 1)

The findings of the study suggest similarly high levels of agreement with transformational leadership, as many of the staff agreed that management promotes individualised influence;

intellectual stimulation; creativity; confidence; individualised consideration; and inspirational motivation. On the other hand, the study of the transactional leadership style found that an overwhelming majority of the participants agreed that contingent rewards influenced productivity. However, nearly half of the staff disapproved of the passive management style. This study, therefore, recommends that the appropriate leadership style for reducing resistance to change is the transformational leadership style. According to Singh (2015:749), the transformational leadership style strategically reduces resistance levels and enhances job satisfaction. Findings from the study also proved that, as transformational leadership increases, resistance diminishes. On the other hand, the transactional leadership style is governed more by contractual agreements than trust (Kahn and Gupta, 2016:18) and indicated a linear relationship with resistance to change, which simply means that as the transactional leadership style is more marked, resistance to change increases.

This study recommends that that transformational leadership will provide a more conducive environment in which to implement change management implementation, compared to transactional leadership, at the selected automobile dealership companies in DMR. Based on the components of the transformational leadership style, it is suggested that individualised influence welcomes innovative behaviours and, by so doing, reduces resistance to change (Hon, Bloom and Crant, 2014:919). Concerning the impact of inspirational motivation on resistance to change, it is suggested that leaders should pay attention to their workers' feelings and appreciate their concerns (Javed, Fatima, Khan and Basir, 2021:769). Considering the impact of intellectual stimulation on resistance to change, it is suggested that managers adopt and apply humanistic behaviours and collaborative decisions, making change more easily acceptable (Corriveau, 2020:100364). Finally, concerning the impact of individualised consideration, it is suggested that leaders should facilitate more physical interaction and pay more attention to their employees' opinions by listening to their concerns. In summary, based on these components of transformational leadership, it is recommended for successful, effective change management (Goldsby, Goldsby, Neck and Neck, 2020:38).

The recommended leadership styles in the conceptual change management model (which consists of a mix of democratic; visionary; charismatic; transformational; innovative; and autocratic leadership styles). A democratic leadership style is characterised by idealised influence. A charismatic leadership style is characterised by idealised influence and inspirational motivation; and, finally, an innovative leadership style is characterised by intellectual stimulation. The outcome of effective leadership styles and skills from the change management model is 'behavioral support

for change', which refers to employees' willingness (compliance) to do what is required (co-operation) to make change work (championing). Simply put, the hypothesised change management model as well as the conceptual change model can be adopted to provide employees' with behavioural support for change through the suggested leadership styles.

9.3.2 Recommendation from results pertaining to communication management (Obj 2)

Findings from the study suggest that adequate communication is based on the structure of the organisation, which was indicated by a positive level of agreement in all the statements. This high positive response suggests that there are structural systems in the organisations which promote effective communication. It is reasonable to assume that communication is adequate, but could be improved through coaching and training. Monyooe (2013:114) emphasises the value of an effective communication system that will enable middle management at the automobile dealership companies to plan, acquire, develop, assess and retain the structure of the communication system. In other words, systematic planning, implementing, monitoring and revision of communication within an organisation, and between organisations, is key to a successful working environment as it creates an opportunity for professional and personal development; boosts morale and loyalty; and also provides insights into how the businesses operate (Howe, Chauhan, Soderberg, 2020:100804). It is suggested that appropriate communication skills should involve peaceful negotiation with employees, persuading them positively, which is preferably done face-to-face or at regular meetings (Scrivens, Gill and Conway, 2020:1417). It is also suggested that that top management introduces a unified communication system that integrates the various forms of communication (Wang, Locatelli, Wan, Li and Le, 2021:365).

The following measures, presented below, are suggested for effective communication management.

9.3.2.1 Initiating mentorship programmes

Initiating a strong mentorship programme to develop employees may address concerns of the respondents (staff and managers) who disagreed with the communication structure of the organization (Turesky and Warner, 2020:157). In other words, initiating a strong mentorship programme assists with the adjustment to a mindset which is positive about change. Many studies have proven the need to embrace the right mindset, or behaviour, for change. Such behaviours should involve aligning goals and achievements and provide the basis for motivation and interactive relationships (Kim and Leach, 2020:425). Creating an environment where staff is allowed to

communicate freely paves the way for innovative behaviour and increases creativity. Numerous researchers have recommended that transformational leaders are more likely to mentor, initiate and communicate a smooth organisational change mindset if presented with the right vision (Setia, Leng, Mauliate, Ekowati and Ratmawati, 2021:8; Insights and Anil, 2021:143).

9.3.2.2 Developing a formal coaching programme

Bezuidenhout (2011:88) highlights that coaching not only allows employees to achieve specific goals, but also carries them along when there are change adjustments made. It is recommended that formal coaching programmes encourage employees to adapt easily to changes, or concerns raised, as findings revealed that certain of the respondents disagreed with the communication system (top-to-bottom communication management), which offered few opportunities for effective feedback from employees and did not necessarily address employee concerns. Coaching and training improve the knowledge and skills of the staff, enabling them to adjust more easily to any change through participative communication (Lalani, Bussu and Marshall, 2020:113254). Participative communication between managers and staff has a huge impact in every successful organisation. In a situation where this is limited, or does not occur, change management goals will become difficult to achieve. Based on the study, it is recommended that open-door policies be encouraged, as the continuing participation of staff is vital in ensuring that they are all carried along.

9.3.2.3 Employee development through support and education

Managers should develop means of assessing effective programmes to deal with resistance, since the analysis indicated that a proportion of the respondents were resistant to change. Ali and Kaur (2021:129154) state that staff expertise cannot be developed over a short period, which implies that long-term development programmes be implemented. Programmes should be reviewed and adjusted to cater for any changes.

It is further recommended that managers be supportive in providing training in new skills when employees' skills are obsolete; or by listening and providing emotional support. Gilgeous and Chamber (2011:75) argue that it is important to allow employees to voice their fears and provide them with the mental and physical tools to reduce stress during implementation. Educating staff through the programmes also keeps affected staff informed about the change process; in so doing, the benefits of the change will overshadow the personal cost (Callan, Bowman, Fitzsimmons and Poulsen, 2020:2). In conclusion, it is recommended that effective communication management, as

indicated in the conceptual change management model, encourages employee self efficacy. This simply refers to an employee's ability to mobilise the cognitive resources needed to exercise control over events, changes or situations through effective mentorship programmes, coaching and training (Corrie and Paterson, 2021:60).

9.3.3 Recommendations from the results pertaining to resistance management (Obj 3)

It is recommended that top management introduce measures to identify, develop and assist employees to adapt to the rapidly evolving and changing technological environment that the automobile industry is faced with (Attaran, 2020:158). This could address the concerns raised by respondents regarding participation and involvement in change management decisions; the commitment of managers; training change agents; encouraging transparency and flexibility; and initiating creativity through talent management.

9.3.3.1 Encouraging employee participation and involvement

It is suggested that the participation of employees creates the desire and support for change, as employees who involved in the change efforts and are more likely to buy into change, rather than resist it. This approach is likely to lower resistance levels amongst those employees who tend to resist change.

9.3.3.2 Training change agents

It is suggested that top management identify best practices regarding change management, such as identifying and training change agents (managers) acting as catalysts or potential ambassadors in communicating change at all levels and providing continuing feedback on change management interventions that have been initiated.

9.3.3.3 Encouraging creativity

It is also suggested that the creativity of both staff and managers be encouraged, as most respondents (73.5%) indicated that this was not emphasised. Top management can address this by introducing a structured talent management programme for the selected automobile dealership companies. This intervention is supported by Salim and Sulaiman (2011:118), who state that talent management is the main source of value creation in an organisation.

9.3.3.4 Commitment by management

Mankin (2012:630) states that one of the reasons why change management fails is because managers and management are not interested. Seotlela and Miruka (2014:180) also concede that it is utterly useless to have a well-designed change management system without the commitment of the management (managers). It is therefore recommended that management commits to change so that their leadership can encourage a sense of ownership of the change process, since the empirical analysis from the qualitative study indicated that some respondents (managers) lacked the commitment to change.

It is further recommended that top management stress the importance of change management, involving staff to effectively participate in decision making. Flower (2010:61) states that managers should allow employees to shape the change so that they feel it is their own. Kotter and Schlesinger (2011:59) assert that employees are more receptive to change if they participate in the design and this can be realised by soliciting opinions and advice from employees. Carth (2012:59) further postulates that more commitment can be achieved if employees believe that their opinions have been heard and taken into consideration. As indicated in the empirical analysis of the qualitative study, some of the managers were not allowed to handle decisions and had to seek decisions from top management, so employees were not involved in the decision making. While in most cases participation leads to commitment, it may also lead to poor solutions and can be time-consuming, as people with a low self-esteem may resent change because they were not consulted on the matter, which runs contrary to their beliefs and ideas. Therefore, managers must know how to involve each employee during the change process; how to give feedback; and how to set achievable goals.

9.3.3.5 Creating a culture of transparency and trust

Keengwe and Maxfield (2015:38) mention transparency as a tool for resistance management. Several respondents perceived that there was a lack of transparency between employees and managers.

Resistance management requires effective commitment on the part of managers and staff. Thus, the dynamic change model suggests that organisational leaders ought to be creative and transformative in reinforcing change management practices and processes. However, such reinforcement procedures can only be accomplished positively by providing incentives and rewards, compensation, and celebration and personal recognition of employees.

9.3.4 Recommendation from the influence of the demographic variable on resistance to change (Obj 4)

It was suggested in the study that there was no significant relationship between the demographic variables and resistance to change, except for the in the service department. A comparison of routine seeking and the demographic variables indicated no correlation with cognitive rigidity or short-term focus. However, a few employees from the motor service department indicated that change was being forced upon them. It is recommended that staff in the motor service department receive the attention of skilled managers with charismatic, persuasive and innovative competencies who can apply the suggested communicative skills and resistance management strategies to ensure that those staff members more easily embrace and commit to change easily.

9.3.5 Recommendation from the influence of communication adequacy on resistance to change (Obj 5)

Hypothesis 3 (A and B) suggested the association between the structure of the organisation and channel efficiency with resistance to change. However, recommendations are made on how communication adequacy can be improved, based on the suggested communicative strategies in the conceptual change management model.

9.3.6 Recommendation from the influence of change management leadership on resistance to change (Obj 6)

Hypothesis 4 suggests the relationship between change leadership and resistance to change. Change leadership indicated a strong significant relationship with resistance to change.

9.3.7 Recommendation from the Conceptual Change Model Process and Hypothesised Model (Obj 7)

Recommendation for the conceptual change management model process as well as the hypothesised model can serve impactful means of dealing with resistance to change. Based on this study, the conceptual change management process outlines the effective steps that could be followed in administering the appropriate integration of various leadership styles along with resistance management strategies and finally, applying the right communication tools to arrive at curbing resistance to change.

However, for the purpose of the study, two major change leadership styles were investigated (Transformational and Transactional leadership style). It was proven and recommended that the transformational leadership was absolutely effective for managing resistance to change both in the quantitative and qualitative analysis of the study. In summary, it is clearly obvious that other change leadership style as suggested by other authors in the conceptual change leadership model could be considered on a broader level.

9.3.7.1 Recommendation for the Conceptual Change Management Model

The conceptual change management leadership model is an integration of leadership styles with the previously existing ADKAR model, as displayed in Fig 5.4, and is recommended for effective change management. This model comprises the outer layer which involves the charismatic; transformational; innovative; autocratic; and democratic leadership styles. Each of these leadership styles is interdependent for effective change management. Next is the second layer, which comprises leadership competencies like integrity; empathy; charisma; adaptability; teachability; creativity; curiosity; confidence; decisiveness; accuracy; competence; honesty; transparency; trustworthiness; and persuasiveness. The third layer of the model includes the appropriate means through which communication ought to be made, and includes awareness; desire; knowledgeability; ability; and reinforcement.

For effective change management, the process of the conceptual change management model can be recommended as it's an effective integration of varying scholars of leadership, communication and resistance management scholars. Findings from the study, together with findings from other research investigations, suggest that all these competencies are interwoven into the leadership styles mentioned in the outer layer, and then applied to the communication tools and resistance management strategies (Ghandi & Stone, 2017:18; Baesu, 2019:73; Watts, Steele & Mumford, 2019:243). This implies that the transformational leadership style is not sufficient to ensure effective communication and resistance management.

For instance, the model recommends that a visionary and innovative style of leadership should be considered for bringing dreams alive through creativity, which is a leadership competency. In other words, the interaction of visionary leadership with creativity makes it easier for awareness of change to be detected (Badham, 2021:13). When leaders are charismatic, it is easier to be influential in communicating the desire for change (Wahyudin, Eliyana, Buchdadi and Saputro, 2020:1224). It is easier for innovative leaders to communicate dreams and ideas through knowledgeability

(coaching and training). When leaders are transformative, they communicate the ability to realise the expected results from the employees. Finally, when leaders are somewhat autocratic, it makes it easier to reinforce or maintain the change over the length of time it occurs (Purwanto, Purba, Bernato and Sijibat, 2021:61).

The resistance management strategies, as displayed in Fig 5.5, include the following communication tools: sponsoring a road map; negotiating; coaching and training. To this end, the first management strategy, which is to sponsor a road map, is achieved through the creation of awareness, which is followed by negotiating and agreeing with the staff to increase their desire for the change. The third step is coaching the staff to improve their knowledge of innovative ideas for the change process. The final step is continuing training of staff in change process maintenance. This application of leadership styles with competencies and communication mechanisms yields the final outputs: affective commitment to change; behavioural support for change; and self-efficacy (Gosling & Groderick 2020: 245; Malaza 2020:15; Simmons McCall & Clegorne, 2020:402).

9.3.7.2 Recommendation for the Hypothesised Model

The Hypothesised model as indicated in Figure provided more insights to the structural equation model in Chapter 7 which indicated the significant relationships between change leadership style, communication adequacy and resistance to change. The hypothesized model comprised of six (6) hypotheses. The significant relationship between transformational leadership style and resistance to change (H1) indicated no prediction. This implies that transformational leadership is not a predictor of resistance to change and as such can be considered an effective leadership recommended for managing resistance. However, the transactional leadership style (passive and active management by exception) representing H2 A and B, indicated a strong predictor of resistance to change which implies that it is not effective for managing resistance and should not be recommended or considered as such. It was further predicted that communication adequacy based on communication structure and channel of efficiency which represented H3 A and B tentatively were predictors of resistance to change. Following, was change leadership style which predicted resistance to change as an indication that it does affect how staff resist change in the organization (H4). Also, it was proven that communication adequacy has a strong significant relationship with change leadership style (H5) and finally, there was a significant relationship between communication leadership style and resistance to change (H6). In general, the

hypothesised model recommends the impactful significance of change leadership styles and communication adequacy on resistance to change.

9.4 Directions for future research

It is hoped that this PhD research and the subsequent dissertation have identified an appropriate *lacuna* in the current state of knowledge in the field of change leadership and resistance management. The selection of the niche research topic has offered the author an opportunity to embark on, and complete, an enriching journey of academic discovery. It is also hoped that this write-up makes a meaningful contribution to human endeavour in the relevant academic disciplines. The study identified the importance of effective change management leadership and further research on the development of leadership styles.

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ANNEXURE A

ANNEXURE A



21st August 2016

QUESTIONNAIRE COVER LETTER

Dear Respondent,

You are kindly invited to participate in this survey which forms part of my doctoral study titled "Change Management Leadership and its impact on Employee Resistance to Change."

Your assistance and co-operation in completing the attached questionnaire would be greatly appreciated. The survey will take between 10-15 minutes of your time.

Please be advised that all information provided in this survey will be treated as strictly confidential and participation is voluntary. By completing this questionnaire, you will indicate that you understand the information provided above and that you have given your consent to participate in the study.

Respondent

Researcher

Thank you,

Nonye Emmanuella Orakwue

Department of Entrepreneurial Studies and Management,

Durban University of Technology,

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THE QUESTIONNAIRE TO BE ANSWERED BY EMPLOYEES AT SELECTED MOTOR COMPANIES IN DURBAN METROPOLITAN REGION –KZN PROVINCE.

The questionnaire seeks to evaluate the perceptions of employees with regards to attitudes towards change management and the impact of change management leadership on employees' performance. It constitutes of five (5) sections of which the first section concerns your biographical data and the rest of the four sections are related to your opinion on work related issues.

If there is need to seek clarity concerning any of these questions, the researcher will be readily available to do so.

The questionnaire is divided into the following sections namely:

Section A: Demographic Data

Section B: Leadership Questionnaire

Section C: Communication Adequacy

Section D: Resistance to change Questionnaire

While completing this questionnaire, please think about the relationship between you and your direct superior or manager who presently supervises you during or after change implementation. The implementation of change may occur in forms of change in the total working systems, and or change in organizational image, and/ or the increase of products and services for instance.

Please read the instructions carefully for each section before completing the questionnaire and respond to the questionnaire by inserting an "X" in the provided box.

N.B. The information provided in this questionnaire will remain confidential

Where applicable:

1= strongly disagree (SD)

2= Disagree

3= Neither disagree nor agree (N)

4= Agree (A)

5= Strongly Agree (SA)

SECTION A

BIOGRAPHICAL DATA

1. Age

18- 24	1
25-34	2
35-44	3
45-54	4
55-64	5

2. Gender

Male	1
Female	2

3. Race Group

African	1
Coloured	2
Indian	3
White	4

4. Tenure

0-5 years	1
6 -10 years	2
11- 15 years	3
16- 20 years	4
20 years and above	5

5. Area of specialization (Department)

New car sales department	1
Used car sales department	2
Service department	3
Motor parts department	4
Finance department	5

SECTION B
LEADERSHIP QUESTIONNAIRE

Instruction:

This section of the questionnaire relates to your opinion concerning the mode of leadership and management style in the company. Please feel free and take your time to kindly mark "X" with all honesty as this data will not be used against you or point you out in any way.

B (i) Transformational Leadership Style

Transformational Leadership style	1 SD	2 D	3 N	4 A	5 SA
a. Idealized Influence					
1. It feels good to work with my manager	1	2	3	4	5
2. I am proud to be associated with my manager	1	2	3	4	5
3. My manager's values and beliefs are very impressive and understood.	1		3	4	5
b. Inspirational Motivation	1	2	3	4	5
4. I am encouraged by my manager to utilize the best of my skills to full capacity.					
5. I have been assisted by my manager to find meaning in my work in congruence with any change implementation.	1	2	3	4	5
6. I am compelled to understand the articulated vision of any change implementation and its process thereof.	1	2	3	4	5
c. Intellectual Stimulation	1	2	3	4	5
7. My manager had enabled me to think about old problems in new ways/dimensions.					
8. I am provided with new ways of looking at puzzling things	1	2	3	4	5
9. I am encouraged to rethink ideas that have never been questioned before.	1	2	3	4	5
d. Individualized Consideration	1	2	3	4	5

10. I am aware and updated as to how I am coping with my job and attention is given to our work condition.					
11. Personal attention for staff feeling rejected	1	2	3	4	5

B (ii) Transactional Leadership Style

Transactional Leadership Style	1 SD	2 D	3 N	4 A	5 SA
a. Contingent Reward	1	2	3	4	5
12. Staffs are told what to do if they want to be rewarded.					
13. Staffs are subjected to rewards / recognition when they reach their goals.	1	2	3	4	5
14. Staff clarify their responsibilities for target achievement	1	2	3	4	5
b. Active Management by Exception	1	2	3	4	5
15. My manager is satisfied when I meet the agreed standard.					
16. Staffs are told the agreed standard expected to carry out their work.	1	2	3	4	5
17. Nothing remains changed by the management as long as things are working well.	1	2	3	4	5
c. Passive Management by Exception	1	2	3	4	5
18. The management is content with staff working in the usual way as always.					
19. The management is fine with whatever staff want to do	1	2	3	4	5
20. The management cares less about what staff does unless the work is absolutely essential.	1	2	3	4	5

SECTION C

COMMUNICATION ADEQUACY

Instruction:

The purpose of this questionnaire is to assess the amount of information you receive and need to receive while you are working in your organization. There are two answer columns in the section. Please give your responses by marking "X" to both columns for each listed statement below.

Statement Column	SD	D	N	A	SA
I receive adequate information about...	1	2	3	4	5
(i) Structure of the organization System					
1. Changes in my job duties					
2. Changes in organizational rules and policies.	1	2	3	4	5
3. Changes in pay and benefits	1	2	3	4	5
4. How technological changes affect my job	1	2	3	4	5
5. How technological changes affect my job	1	2	3	4	5
6. How organization decisions affect my job	1	2	3	4	5
(ii) Communication Roles on organizational Members					
7. How I am being judged					
8. How well I am doing my job	1	2	3	4	5
9. How organization decisions affect my job.	1	2	3	4	5
(iii) Communication Channel Efficacy					
10. Promotion and advancement opportunities in my organization	1	2	3	4	5

SECTION C

COMMUNICATION ADEQUACY

Instruction:

The purpose of this questionnaire is to assess the amount of information you receive and need to receive while you are working in your organization. There are two answer columns in the section. Please give your responses by marking "X" to both columns for each listed statement below.

Statement Column	SD	D	N	A	SA
I receive adequate information about...	1	2	3	4	5
(i) Structure of the organization System					
1. Changes in my job duties					
2. Changes in organizational rules and policies.	1	2	3	4	5
3. Changes in pay and benefits	1	2	3	4	5
4. How technological changes affect my job	1	2	3	4	5
5. How technological changes affect my job	1	2	3	4	5
6. How organization decisions affect my job	1	2	3	4	5
(ii) Communication Roles on organizational Members					
7. How I am being judged					
8. How well I am doing my job	1	2	3	4	5
9. How organization decisions affect my job.	1	2	3	4	5
(iii) Communication Channel Efficacy					
10. Promotion and advancement opportunities in my organization	1	2	3	4	5

11. Important new products, services or program development in my organization	1	2	3	4	5
12. How my job relates to the total operation of my organization	1	2	3	4	5

SECTION D

RESISTANCE TO CHANGE QUESTIONNAIRE

Instruction:

This set of questions includes several statements describing your attitude and behaviors towards change in your organization. Please mark "X" in the answer column for each statement that best indicates your behavior by using the frequency scale below.

Statement Column	SD 1	D 2	N 3	S 4	SA 5
(i.) Routine Seeking					
1. I will take a routine day over a day full of unexpected events any time.					
2. I like to do same old things rather than try new and different ones.					
3. I sometimes find myself avoiding changes that I know will be good for me.					
4. If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortable even if I thought I would do just as well without having to do any extra work.					
5. I would rather be bored than surprised to new and different ones.					
(ii.) Cognitive Rigidity					

6. If I were to be informed that there is going to be a significant change regarding the way things are done at work, I would probably feel stressed.					
7. When I am informed of a change of plans, I tense up a bit.	1	2	3	4	5
8. When things do not go according to plans, it stresses me out.	1	2	3	4	5
9. I generally consider change to be a negative thing.	1	2	3	4	5
10. Changing plans seems like a real hassle to me.	1	2	3	4	5
11. Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	1	2	3	4	5
12. When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me.	1	2		4	5
(iii.) Emotional Reaction/ Arousal	1	2	3	4	5
13. Whenever my life forms a stable routine, I look for ways to change it					
14. I often change my mind	1	2	3	4	5
(iv.) Short Term Focus	1	2	3	4	
15. Once I have come to a conclusion I am not likely to change my mind.					
16. I do not change my mind easily.	1	2	3	4	5
17. My views are consistent overtime.	1	2	3	4	5

ANNEXURE B

ANNEXURE B



Faculty of Management Sciences

Department of Entrepreneurial Studies and Management,

21st August, 2016

Dear Participant,

INDIVIDUAL INTERVIEW SCHEDULE FOR DATA COLLECTION CONCERNING ORGANISATIONAL CHANGE MANAGEMENT EFFECTIVENESS IN YOUR COMPANY

The aim of this study is to investigate change management effectiveness in your company by assessing the influence of the change leaders or managers on change implementation undertaken or to be undertaken. Also, the study further assesses opinions of employees' reactions to change management and implementation. By so doing, recommendations on how to improve on the organizational change effectiveness will be suggested by the researcher. In the first place, this study will be approved and cleared by DUT University Research Ethics Board before it is carried out. The aim of the study is to successfully contribute to the organization or company's change management system and this needs data to be collected from the staff and manager in the company.

The data collected in this study is in compliance with DUT Research Policy on Research Ethics and participation in the study is voluntary as your dignity and anonymity is most paramount. Hence, information provided will be kept private and confidential. With your permission, I wish to sit with you for an interview to collect research information which will take an estimate of 45 minutes to 1 hour.

The interview session concerns answering questions in relation to your work. Please kindly answer the questions to the best of your knowledge in all honesty since the data or information will be used to improve issues related to the organisation. However, I am pleased to let you know that your name and identity will not be needed or written anywhere in this interview or research findings.

Many thanks for your anticipated contribution

NONYE EMMANUELLA ORAKWUE

0744009476 (nonivechu@yahoo.com)

INDIVIDUAL INTERVIEW SCHEDULE

Title of Research:

Change Management Leadership and its impact on Employees' Resistance to Change: A study of Selected Automobile Companies in the Durban Metropolitan Region in KwaZulu-Natal

SECTION A

Please respond to the following statements by a tick in the box

1. Gender

Sex	Male	Female

2. Age

18-24	25-34	35-44	45-54	55-64

3. Race-Group

White	Indian	Coloured	Black

4. Years of Service

0-5 Years	6-10 Years	11-15 Years	16-20 Years	>20 Years

5. Area of Specialization/ Department

New Cars Sales	Pre-owned Cars Sales	Service	Finance	Motor Part

6. Level of Educational Qualification/ Experience

Below Matric	Matric Certificate	Diploma Certificate	Degree Certificate	Post graduate

SECTION B

INTERVIEW QUESTIONS

SECTION (I): LEADERSHIP MANAGEMENT

1. How is decision matters handled in the organization from the top management in the organization?
2. Do you encourage creative/ innovative ideas of staffs and support their ideas?
3. Do you encourage openness and transparency amongst the staffs?
4. Do you prefer delegating change related tasks to staffs in your department or prefer handling it alone?
5. How do you ensure and maintain a cordial relationship with employees/staffs?
6. What means does the management introduce and implement the change process and what means do you prefer?
By persuasion?
By negotiation?
Manipulation?
Coercion?
7. Do you consider any form of reward to encourage staff involvement in the change implementation?

SECTION (II) COMMITMENT TO CHANGE/ RESISTANCE TO CHANGE MANAGEMENT

1. Do you as a leader boldly follow up with a change process introduced?
2. Do you harbor doubts about the steps to be taken in a change process?
3. What is the strength of your conviction as a manager concerning change implementation?
4. How do you handle feeling of inadequacy when in front of your employees/staffs/team members?
5. Do you initiate breakthrough activities into a change process implementation so as to make it more flexible and worthwhile for employees?
6. How do you as a manager heed to employee concerns and reactions in relation to any change process introduced?
7. What means does management acknowledge contributions of staffs as well as their suggestions?
8. Does the management make room for skill development and training for the managers and staffs? How?
9. Does the management ensure that team spirit is encouraged to avoid personality conflict between managers and employees? How?
10. Do you ensure that staffs goals and objectives are aligned with the overall strategic directions of the organization in relation to change implementation made?

SECTION (III): COMMUNICATION MANAGEMENT

1. What means do you prefer to use in communicating a change process?
 - Verbal/ Personal Communication

- E-mails
- Board meetings
- Notice Boards
- Rumour
- Written notice

2. Do you stay focused on translating your intentions into reality concerning the change process introduced or to be introduced? How?

3. Does the mode of communication affect employees' reaction positively or negatively?

4. Do you encourage feedback sessions from employees? How?

5. How can you increase the impact of communication and avoid ambiguity/misunderstanding in your communication?

ANNEXURE C

PG 2a

ANNEXURE C



CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, **Nonye Emmanuella Orakwue**, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: **0313732900**
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant Thumbprint	Date	Time	Signature / Right
--	------	------	-------------------

I, Nonye Emmanuella Orakwue here with confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Nonye Emmanuella Orakwue Full Name of Researcher	23 rd Feb, 2016 Date	-
---	------------------------------------	---

<u>Bumi Akende</u> Full Name of Witness (If applicable)	24 th Feb, 2016 Date	-
--	------------------------------------	---

<u>Joseph D.</u> Full Name of Legal Guardian (If applicable)	24 th Feb, 2016 Date	-
---	------------------------------------	---

Signature

ANNEXURE D

PG 2a

ANNEXURE D



Faculty of Management Sciences

Department of Entrepreneurial Studies and Management,

19th November, 2015

Dear Participant,

INDIVIDUAL INTERVIEW SCHEDULE FOR DATA COLLECTION CONCERNING ORGANISATIONAL CHANGE MANAGEMENT EFFECTIVENESS IN YOUR COMPANY.

The aim of this study is to investigate change management effectiveness in your company by assessing the influence of the change leaders or managers on change implementation undertaken or to be undertaken. Also, the study further assesses opinions of employees' reactions to change management and implementation. By so doing, recommendations on how to improve on the organisational change effectiveness will be suggested by the researcher. In the first place, this study will be approved and cleared by DUT University Research Ethics Board before it is carried out. The aim of the study is to successfully contribute to the organisation or company's change management system and this needs data to be collected from the staffs and managers in the company.

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The interview session concerns answering questions in relation to your work. Please kindly answer the questions to the best of your knowledge in all honesty since the data or information will be used to improve issues related to the organisation. However, I am pleased to let you know that your name and identity will not be needed or written anywhere in this interview or research findings.

Many thanks for your anticipated contribution.

NONYE EMMANUELLA ORAKWUE
0744009476
noniyechu@yahoo.com

DR L. N. Govejoer
Supervisor / Promoter

Contact Details

ANNEXURE E



Danie Snyman
Dealer Principal

Honda Auto Umhlanga
15 Meridian Drive, Umhlanga Ridge
P.O. Box 25441, Gateway, 4321
Tel: 031 580 7982
Fax: 031 580 7999
Cell: 082 081 5406
Email: ds@mekor.co.za
www.hondagateway.co.za

Durban University of Technology
Faculty of Research Committee

Dear Sir / Madam

PERMISSION TO UNDERTAKE PHD RESEARCH IN OUR COMPANY

This serves to confirm that Mrs Nonye Emmanuella Orakwue has been granted approval to conduct her research on the topic "Change Management Leadership and its impact on Employee, Resistance to Change: A Study of Selected Automobile Companies in Durban Metropolitan Region in KwaZulu Natal" at this company.

However, this approval is on the condition that there will be confidentiality, all information recorder must be presented anonymously without mentioning the name of company or identity of participants.

On behalf of the company, we wish the candidate success in her study.



Honda Wing Umhlanga Ridge
15 Meridian Drive
P.O. Box 25441, Gateway 4321
Tel: 031-580 7950 Fax: 031-580 7973



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DALBRIDGE, 4014

TEL NO: 031 368 2895
FAX NO: 031 368 2894
FAX NO: 086 518 8119
EMAIL: sales@kmhdubai.co

DAVE NAIDOO
Sales Executive
083 660 5265

Durban University of Technology,
Faculty of Research Committee.

Dear Sir/ Madam,

PERMISSION TO UNDERTAKE PHD RESEARCH IN OUR COMPANY

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On behalf of the company, we wish the candidate success in her study.



KMH DUBAI
CK 2000/69118/23
129 DR. PIXLEY KASEME (WEST STREET)
DUBAI 4001
TEL.: 031 368 2895 FAX.: 031 368 2894
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15 Meridian Drive ,Umhlanga Ridge
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David Anderson
Sales Manager

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Email: davida@mekor.co.za

Durban University of Technology
Faculty of Research Committee

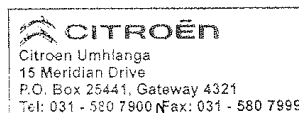
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Williams Hunt - Durban



Durban University of Technology
Faculty of Research Committee

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Fax: +27 (0) 86 571 0800
Email: tanyaw@multifranchise.co.za

Durban University of Technology
Faculty of Research Committee

Dear Sir / Madam

PERMISSION TO UNDERTAKE PHD RESEARCH IN OUR COMPANY

This serves to confirm that Mrs Nonye Emmanuella Orakwue has been granted approval to conduct her research on the topic "Change Management Leadership and its impact on Employee, Resistance to Change: A Study of Selected Automobile Companies in Durban Metropolitan Region in KwaZulu Natal" at this company.

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On behalf of the company, we wish the candidate success in her study.

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Reg No. 1969/002321/07
Tel: +27 (0) 11 398 9100

ASSOCIATED MOTOR HOLDINGS (PTY) LTD
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DURBAN

7 Corobrik Street
Meadowdale
1614

M.J. Lamberti (Chairman), M.P. De Canha (CEO), H.N. Adler (British)*, M. Akoojee, O.S. Arbee, R.E. Barlow*,

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Centre Durban



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Durban University of Technology
Faculty of Research Committee

Dear Sir / Madam

**PERMISSION TO UNDERTAKE PHD RESEARCH IN OUR
COMPANY**

This serves to confirm that Mrs Nonye Emmanuella Orakwue has been granted approval to conduct her research on the topic "Change Management Leadership and its impact on Employee, Resistance to Change: A Study of Selected Automobile Companies in Durban Metropolitan Region in KwaZulu Natal" at this company.

However, this approval is on the condition that there will be confidentiality, all information recorder must be presented anonymously without mentioning the name of company or identity of participants.

On behalf of the company, we wish the candidate success in her study.

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representing McCarthy Ltd
Reg. No: 1991/003245/06

Directors:
AJ Oosthuizen
HJ Vermaak

Dealer Principal
Jacques Breytenbach

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VAT NO: 4330165889

ANNEXURE F



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

26 October 2016
Student No: 21557325
FREC No: 45/16FREC

Dear Mrs NE Orakwue

DOCTOR OF PHILOSOPHY: MANAGEMENT SCIENCES (BUSINESS ADMINISTRATION)

TITLE: CHANGE MANAGEMENT LEADERSHIP AND ITS IMPACT ON EMPLOYEES' RESISTANCE TO CHANGE: A STUDY OF SELECTED AUTOMOBILE COMPANIES IN DURBAN METROPOLITAN REGION IN KWAZULU-NATAL

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: Ethical Level: 2 -Full Approval

Approval has been granted for a period of two year, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's. Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours Sincerely

Prof JP Govender
Chairperson: FREC

ANNEXURE G

The Executive Manager,

Dear Sir/Madam,

APPLICATION FOR CONSENT TO USE YOUR COMPANY AS A CASE STUDY: DOCTOR OF TECHNOLOGY AT DURBAN UNIVERSITY OF TECHNOLOGY.

I am Nonye Emmanuella Orakwue and a doctoral student at Durban University of Technology. I am currently undertaking a research project towards fulfilling the requirement for a doctorate degree. I request your consent to use your company as a research site for my study. The research study will investigate "The impact of change management leadership on employee resistance" in the motor retail industry in the Durban Metropolitan Region.

The purpose of this study is to investigate strategies and intervention processes that will assist the employees and management in the motor industry so as to understand the relevance and benefits of a change process in contributing to the efficiency and effectiveness of the organization. The leadership styles practiced in the motor retail industry will be evaluated with a view to making appropriate suggestions culminating in a model of leadership that suits change management.

Data will be obtained from a sample which will consist of the executives, managers and employees in your organization. Interviews will be held with employees representing management and executives. Employees below the level of managers and executives will be required to complete questionnaires. Participation in the survey is voluntary and subjects could withdraw from the proposed survey at any stage.

The outcome of the research is expected to yield appropriate intervention strategies that will make employees understand the need for change and the need to accept rather than resist change. The researcher further seeks to produce a suitable leadership model to bridge the gaps in existing leadership models and that mitigate the resistance to change amongst employees.

Please note that there are no financial incentives for participating in the study. Refreshments may be provided on a needs basis for the sake of comfort and relaxation during or after the sessions of interviews and filling of questionnaires. The survey instruments ie the questionnaire and the interview schedule, have been subjected to an ethical clearance process by the DUT "Ethics Committee". Therefore the study will not entail sensitive or personal questions.

The persons to contact should you require further information or clarity regarding the proposed study are:

The researcher- Nonye Emmanuella Orakwue: 0744009476 (email address: noniyechu@yahoo.com)

The researcher's supervisor- Dr Logan Govender: 0312607048 (email address: GovenderLn@ukzn.ac.za)

The Institutional Research Ethics Administrator could also be contacted on 0313732900. Complaints can be reported to the DVC: TIP Prof F. Otiano on 0313732382 or dvc tip @ dut.ac.za.

Participation in the study is voluntary and the information provided will be regarded as confidential and used solely for the purpose of the study.

I humbly seek your authorization by return e-mail to conduct the survey with your company and I look forward to my visits to your company. Thanks in anticipation.

Yours faithfully

Ms Nonye Emmanuella Orakwue
Researcher

Dr Logan Govender
Doctoral Supervisor

ANNEXURE H

impact of change management leadership on resistance to change

ORIGINALITY REPORT

15%	14%	5%	8%
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PRIMARY SOURCES

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7	pdfs.semanticscholar.org Internet Source	<1%
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ir.dut.ac.za		

ANNEXURE I

ETHEL ROSS

English language editing and proofreading

28 June 2021

To whomever it may concern:

This letter serves to confirm that I worked as the proofreader and language editor on Nonye Emmanuella Chukwuma's Ph.D. thesis:

CHANGE MANAGEMENT LEADERSHIP AND ITS IMPACT ON EMPLOYEES' RESISTANCE TO CHANGE: CASE STUDY OF SELECTED AUTOMOBILE COMPANIES IN THE DURBAN METROPOLITAN REGION OF KWAZULU-NATAL (SOUTH AFRICA)

In no way did I change the content.

Yours faithfully

Ethel Ross (BA Hons; H Dip Ed)

Email: clanross1@icon.co.za

Tel: 083 954 5412